**BEST AVAILABLE COPY**PATENT  
ATTORNEY DOCKET NO.: 024607-5002**IN THE UNITED STATES PATENT AND TRADEMARK OFFICE***In re* Application of:

Shinji YOKO et al.

Application No.: 09/871,697

Filed: June 4, 2001

For: MULTI-DIMENSIONAL  
MANAGEMENT METHOD  
AND SYSTEM

Confirmation No.: 9086

Group Art Unit: 3623

Examiner: Andre D. Boyce

**DECLARATION UNDER 37 C.F.R. 1.131**

I, Shinji Yoko declare as follows:

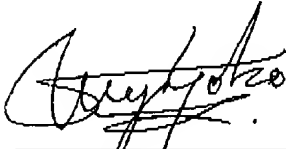
1. I am a named co-inventor of the above-referenced U.S. Patent Application (Application 09/871,697), and am the sole inventor of claims 1-27 and 30-33.
2. On or about October 11, 1999 I submitted a draft of a Master's Thesis titled "Multi-Dimensional Matrix Management System" to my thesis advisor, Shyam J. Kamath, Ph.D., for the Executive MBA Program at IMADEC-CSUH University in Vienna. This thesis encompassed my conception of the invention, which occurred before October 11, 1999, and is disclosed in claims 1-27 and 30-33 of U.S. Patent Application No. 09/871,697. A true and correct copy of the October 11, 1999 draft thesis is enclosed with this Declaration.
3. My thesis advisor prepared comments (which can be seen on the enclosed copy) on the draft and returned the draft thesis to me some time after October 11, 1999. From that date I continued diligently working on the thesis and invention until filing a provisional application (60/208,922) on June 5, 2000.

Attorney Docket 024607-5002  
Application 09/871,697  
Page 2

4. The subject matter of claims 1-27 and 30-33 was therefore invented prior to the priority date of U.S. Patent No. 6,895,403 to *Cardwell et al.* (March 31, 2000).

5. I further declare that all statements made herein of my own knowledge are true, and that all statements made on information and belief are believed to be true; and further that these statements were made with the knowledge that willful false statements and the like so made are punishable by fine or imprisonment, or both, under Section 1001 of Title 18 of the United States Code, and that such willful false statements may jeopardize the validity of the above-referenced application or any patent issuing thereon.

Respectfully submitted,



Shinji Yoko

July 25, 2006

Date

Executive MBA Program  
IMADEC®-CSUH  
Vienna

IMADEC 280CT'99 8:05

MGMT 6710E

## MANAGEMENT OF THE MULTINATIONAL FIRM IN A CHANGING WORLD

My comments  
should be useful  
for your thesis  
also since this

TERM PAPER

paper is similar  
and more  
comprehensive than the  
thesis draft you gave  
me in Vienna

MULTI-DIMENSIONAL MATRIX MANAGEMENT  
SYSTEM

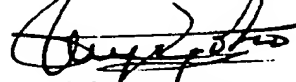
You need to  
provide more theory  
and references also

TRANSNATIONAL OBJECTIVE MANAGEMENT  
WITH THE UTILIZATION OF IT

for the  
thesis exam  
committee

A-

WRITTEN BY

  
Shinji Yoko

Vienna, October 11, 1999

A very  
interesting  
paper marked  
by poor English  
please have  
an English  
speaker proof  
read your m/s  
in future

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## 1. Background of this report

This report is based on my experience of working at TDK Corporation for 30 years, of which 7 years were spent in Japan, 13 years in the United States and 10 years in Europe. I have created the Global Cross-Border Management System for the Sales and Marketing function of TDK in last 15 years. With the development of computer information technology, I have established the on line, on time management system in Europe, a continent of diverse features, such as country, language, culture, currency and law etc, We named this Cross-Border Management System as "**Multi-dimensional Matrix Management System = MMM System**".

We were very successful in our business with the implementation of MMM system in our European division. I was appointed a member of the Board of TDK Corporation in Japan in 1998 and have now been requested to implement this successful MMM system worldwide, both horizontally and vertically to include the engineering and production divisions.

- Based on the **experience of the Electronic Components' Business** of TDK Corporation. Started from American market and then to the European and Global markets.
- This is a **real story** of how TDK could expand business by crossing borders, crossing functions, and adding wisdom from trial and error.
- Focused to the **area of Sales and Marketing** world wide(**Horizontal Integration**) and going to expand (**Vertical Integration**) to link to the manufacturing and engineering to cover the complete supply chain.
- How we have **coped with the changes of the market requirement** by setting up the strategies, objectives and tactics to be a competitive company world wide.
- **Information Technology** has really enabled us to manage the objectives **multi-dimensionally** and **multi/Cross** functionally. The historical approach is introduced such as copying papers when the computer was not available, sorting objectives through products/territory/application sets/customers to the semi-automatic computer control by File Maker software and to the **full automatic on line, one time control** by Lotus Notes.

This report is to explain how the evolution of IT made it possible for TDK to manage our global operation multi-dimensionally and how important it was for the **human** management to achieve our mutual objectives. Our theory of MMM System can be applied to the transnational management for the many other global companies.

## 2. Outline of MMM System

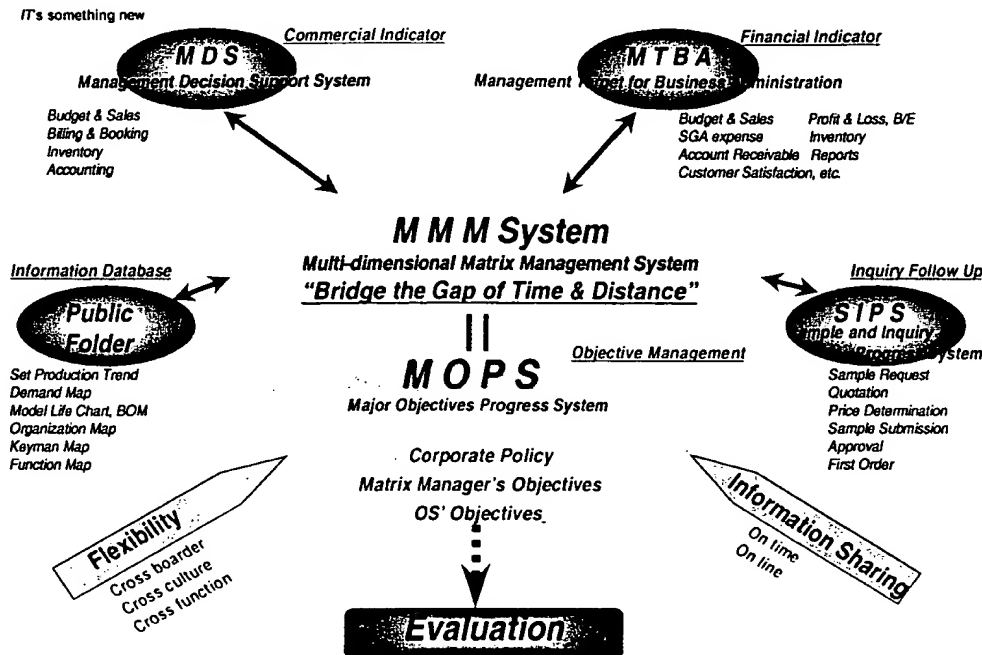
### 2.1 The key to the success of MMM System is evolution of IT & Leadership

The **Information Technology** and **Human Management** by the strong and persistent leadership to pursue each axis objectives are the key to the success of this system.

As can be seen from Figure 1... (please express highlights of Figure 1 here),

Refer to the ~~chart 1~~

<Chart 1>



*Please suggest the main features of this in the narrative*

In the Electronics Industries, especially in the components business, we have to focus on the market not only through one axis such as products but also focus on the geographical territories, Application Set (market field) and customers. ~~The~~

~~Four~~ **Four Axis** are,

- **Product**
- **Territory**
- **Set** (Application set such as TV, Computer)
- **Account** (Customer)

*The key to success lies in the*  
~~How to manage to set up the Objectives simultaneously which will be related to all four axis and how to execute the objectives under uniform strategy are the key to the success.~~

- Simultaneous ~~four~~ **Axis** management (Product/Territory/Set/Account)
- On time, on line information sharing over the time and distance gaps
- Consensus objective setting over the difference of country, language, culture, currency and ethics etc.
- Relentless execution of objectives no matter what barriers are being set.

*This system was*

~~We~~ **We** named this as **"Multi-dimensional Matrix Management System", MMM System.** Recent development of IT enabled this management to be available with high speed and flexibility, **bridging the Gaps of Time and Distance.**

## 2.2 Objective Management of Global Company

The core ~~heart~~ <sup>the</sup> of MMM System is ~~Major~~ <sup>the</sup> **Objective Progress System (MOPS)** where ~~our~~ corporate policy is implemented through 4 axis of Product/Territory/Set/Account by each matrix manager and is pursued by each OS (Outside Sales person) communicating multi-dimensionally in the computer network with full utilization of Information Technology.

~~The~~ Status is updated on time, on line and results are evaluated by the managers and linked to the incentive program of each OS. *The best method to implement the corporate policy and culture is to set up ~~the~~ clear objectives with crystallized information sharing with anybody, anywhere, ~~at~~ anytime and ~~its~~ achievement of the objectives should be evaluated fairly.* Each year, we ~~gathered~~ all related persons <sup>meet</sup> in one location, mostly isolated from the daily work, for 4-5 days and set up the objectives <sup>through</sup> with consensus before starting the new fiscal year. After the first half of the fiscal year, ~~we~~ <sup>the time we are</sup> assemble again and review the progress of those objectives which were set 6 months' ago. Twice a year, ~~we have this~~ deep discussion <sup>day and night</sup>. The last dinner at the end of the meeting is always very relaxed ~~but~~ crazy, exciting, and pleasant. All members carry those excited emotional team spirits back to their home ~~places~~. <sup>called</sup> We call this meeting as "Wet Communication" and the information which is exchanged through the network is called "Dry Information".

Information has to ~~be~~ <sup>flowed</sup> to Anybody, Anywhere, Anytime quickly but correctly, however, when we need real communication, it should be deep and wet ~~with~~ <sup>in a</sup> "heartwave" manner.

## 2.3 Evolution of IT

The information/data in our computer network ~~are all~~ <sup>is</sup> analysed down to the four axis of Product/Territory/Set/Account and everyone can access <sup>to share and utilize this</sup> information on time, and on-line. All salesmen have a laptop computer and this allows them access ~~to our~~ host server from anywhere at anytime. They are equipped with mobile wireless connections and ISDN lines to their home to maximize the utilization of their time and our shared information.

The following information ~~are~~ <sup>is available</sup> in a standardized format and ~~are~~ <sup>is</sup> being shared by everyone.

**MDS** (Management Decision Support System) as Commercial Indicator

**MTBA** (Management Target for Business Administration) as Financial Indicator

**SIPS** (Sample/Inquiry Progress System) as Inquiry Follow Up

**Public Folder** as Information Data Base

## 2.4 New type of leadership <sup>with</sup> ~~over~~ the Evolution of IT

Refer to the ~~chart 2~~

Figure 2

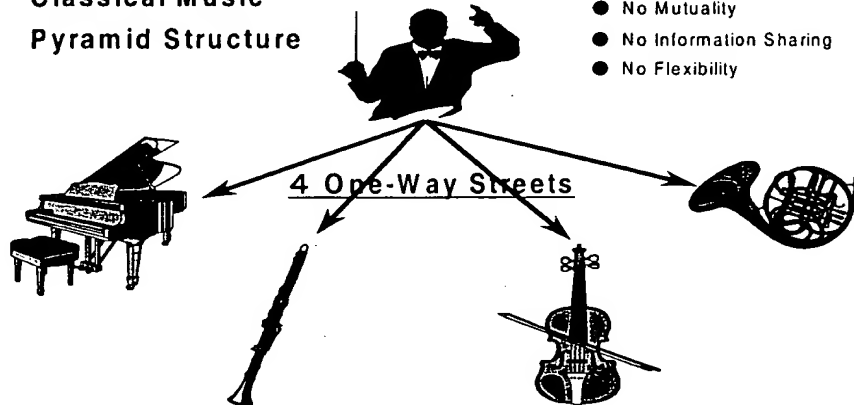
<Chart 2>

IT's something new

Traditional Style =

Classical Music  
Pyramid Structure

- Hierarchical and passive
- No Mutuality
- No Information Sharing
- No Flexibility



The traditional management style is like the conductor of the classical music where the communication flow is only one way from the conductor to the players. This is compared to the pyramid structure of traditional management style. If we think our market is only domestic and it is not necessary to coordinate with other territory, products, application and customers, we could have applied this style. As mentioned before, we are forced to manage <sup>four</sup> ~~four~~ axes and communicate <sup>with</sup> ~~each other~~, reacting flexibly <sup>to</sup> ~~each other~~, which is called like Jazz Band Network Style. This style is shown in the ~~chart 3~~ <sup>Figure 3</sup>

Figure 3

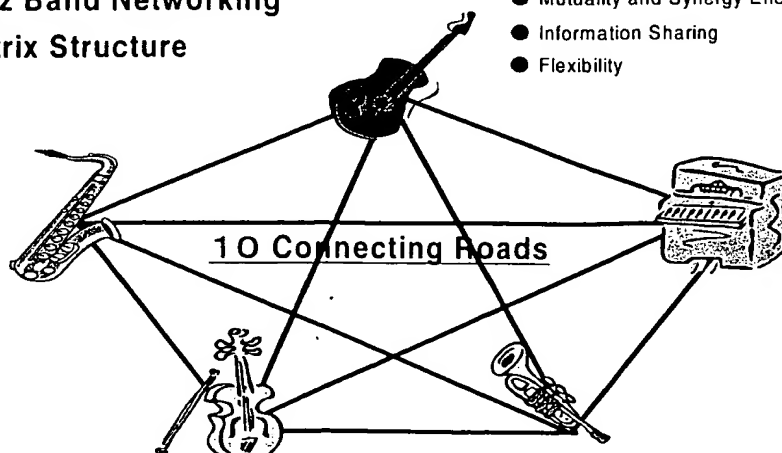
<Chart 3>

IT's something new

Required Style =

Jazz Band Networking  
Matrix Structure

- Multiple Input Decision Making
- Mutuality and Synergy Effects
- Information Sharing
- Flexibility



Ad-lib

There is no conductor, unlike classical music, in the Jazz band. After playing together for one chorus ~~with melody~~, each player ~~is to play~~ by themselves creating the music instantly but based on the progression of the key code. This is so called "Ad-live". If a guitar player is so inspired and creating a high tone "Ad-live", all other players are also influenced by him and they would support to promote the high emotion of this guitar player. This is also similar to our business to share the information and react each other. The communication flow is not one way but multiple which would maximize the outcome by these synergy effects. This is very similar of our business style. Global company's activity has to be Jazz Band Network Style.

However, strong and persistent leadership is required as a supervision of the networking operation, because if it is jammed, the communication and the whole network will malfunction.

the communication lines are

### 3. Business Structure of TDK

#### 3.1 Profile of TDK

TDK was established in 1935 to industrialize the Magnetic Material called "Ferrite". The company reported record sales and operating profit in the last fiscal term ending in March 1998. The share price has risen to a record high of over ¥10,000 per share.

#### Products invented by Japanese people

TDK's core product is called Ferrite. This is a magnetic material invented by a couple of Japanese professors. One of them studied under Professor Edison in Chicago and during his studies learned the importance of the creative mind. In the Electronics field, Japan has imported a lot of technology from Western countries, but ~~this~~ Ferrite is one of the very few technologies invented by Japanese. The philosophy of the creative mind has also become the company motto of TDK which is;

"Contribute to ~~the~~ Culture and Industry through Creativity"

#### World leading position in the core products

~~Due to the market~~

Because of its original product, ferrite, TDK has achieved a dominant position among its ~~global competitors~~ in world markets through its technology ~~and innovation~~. The process of production of Ferrite has four main steps.

##### - **Mixing the powder**

The powder particles should be as small as possible to get the best mixture. The size of the particle is very fine (only a few microns in size). The powders which are mixed are Iron Oxide, Manganese, Zinc etc.

##### - **Molding the powder**

Mixed powder is molded ~~with~~ various types of press machines with a pressure of 10 to 200 tons which makes the ~~shape~~ of U, E, I and ring shapes.

b.g  
cylinder

- **Sintering**

Molded Ferrites are then put into the firing kiln where the temperature is over 1000°C. Here the magnetic products are chemically formulated. This process is similar to making porcelain.

- **Machining (grinding)**

After sintering, the surface is made smooth. Most of the applications of ferrite involve winding of wires and this requires a smooth surface.

Based on these key process technologies, TDK has extended its product range.

TDK makes many different types of products but all of the products are based on the above core process technology.

Ferrite has excellent characteristics at high frequency which is required by almost all types of electronic technologies. This means that Ferrite is used in all electronic applications. Ferrite has the required characteristics to absorb high frequency such as Microwave. Microwave ovens are now very popular in many homes but very hazardous if the microwave frequency is leaked from the oven as this is harmful if it comes in contact with the human body. Ferrite can absorb any leaked frequency and therefore prevents contact between the human body and the microwave frequency.

Recently the US Air Force's "Stealth Fighter Plane" has used the Ferrite technology to absorb radar frequency by covering the whole body of the Airplane with ferrite. The ferrite absorbs the enemy's radar frequency and kills the reflection to their radar base. Recently, many electronics create electronic noise frequency which may cause the malfunction of the adjacent electronics peripherals. Ferrite is often used to prevent this type of problem.

### Globalized operations

TDK was one of the first Japanese companies to set up overseas operations. Almost 65% of sales turnover is now overseas and over 50% of products are manufactured outside of Japan. Sales offices have been established in almost all major cities in the developed world. TDK was also the first Japanese electronics company to establish a manufacturing operation in Hungary. The factory was opened in 1996 to cover the extended EU.

### Very strong brand name

TDK has the No.1 market position in magnetic tapes. The company has invested a large amount of money in advertisement and has created a very strong brand image. They have sponsored the World Athletic Championship (WAC) from the beginning and is continuing to do so. All male athletes in the WAC have the TDK name on their shirts which is broadcast worldwide.

Many consumers are not aware that TDK is a Japanese company. Their brand name is highly valued world wide. TDK also has been contributing to cultural exchange with American students by inviting them to Japan with their teachers to give them an opportunity to experience real life in Japan by staying at the home of

the company employees every year. The company also makes films which shows the real junior high school student's life in Japan and provides such films to over 200 junior high schools in the US. The film is, naturally, recorded on TDK's video tapes.

Japan and the US have had many trade disputes since the early 70's from TV, Radio and then to Automotive. The level of understanding of Americans about Japan was very poor in comparison to the Japanese. The Japanese children have been learning about American life though their English lesson which starts from Junior high school every day. The information in America about Japan was incomparable with the information in Japan about the US. TDK decided that it would be useful to provide details of real Japanese life to the junior high school students while they are still young and have a flexible and open mind. TDK has been involved in this type of activity to promote the company motto of contribution to the culture and industry through creativity.

### 3.2 Business domain of TDK

Electronic components and materials account for 80% of sales. Recording Media such as recording tapes is only 20% of total business.

Customers are all global players and operate globally. The TDK business of Components requires us to work very closely with customers who provide the application for TDK's future components where we can invest our resources.

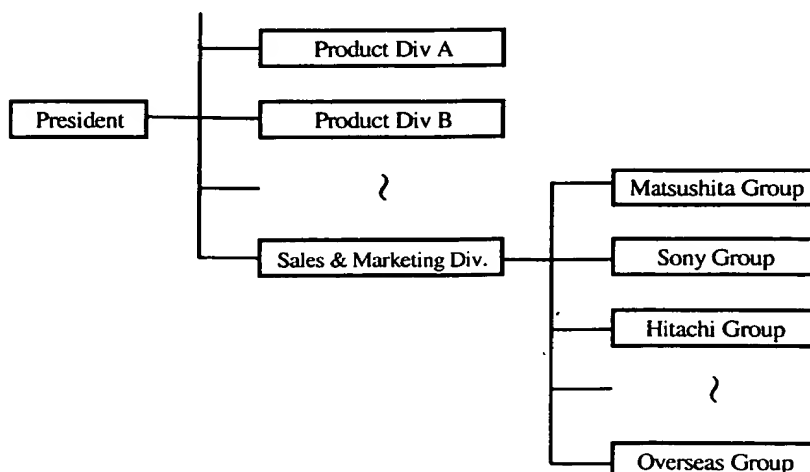
Customer relations are very important in our business. To maintain our relationship like a partnership, we have to operate globally as one face of TDK wherever our customer is in the world. Even though we have many product divisions, our sales business group is uniformed in one group except for the recording media which has consumer products such as magnetic tapes, floppy disc, Compact disc, etc.

### 3.3 TDK's organization chart.

Corporate Structure for Sales & Marketing/History of Change

Early 1970's

Divided by Accounts - based Organization Structure



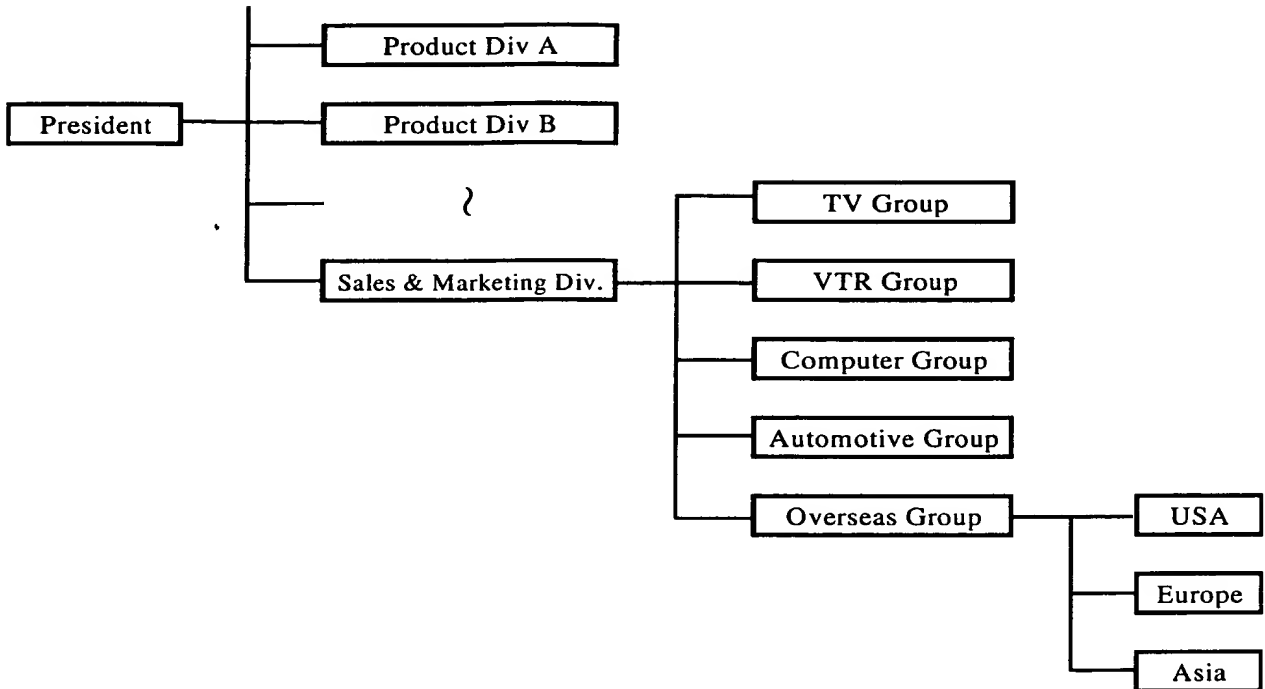


Late 1970<sup>th</sup>

~~Divided by Set~~ (Application)

*Application*

*based Organization Structure*

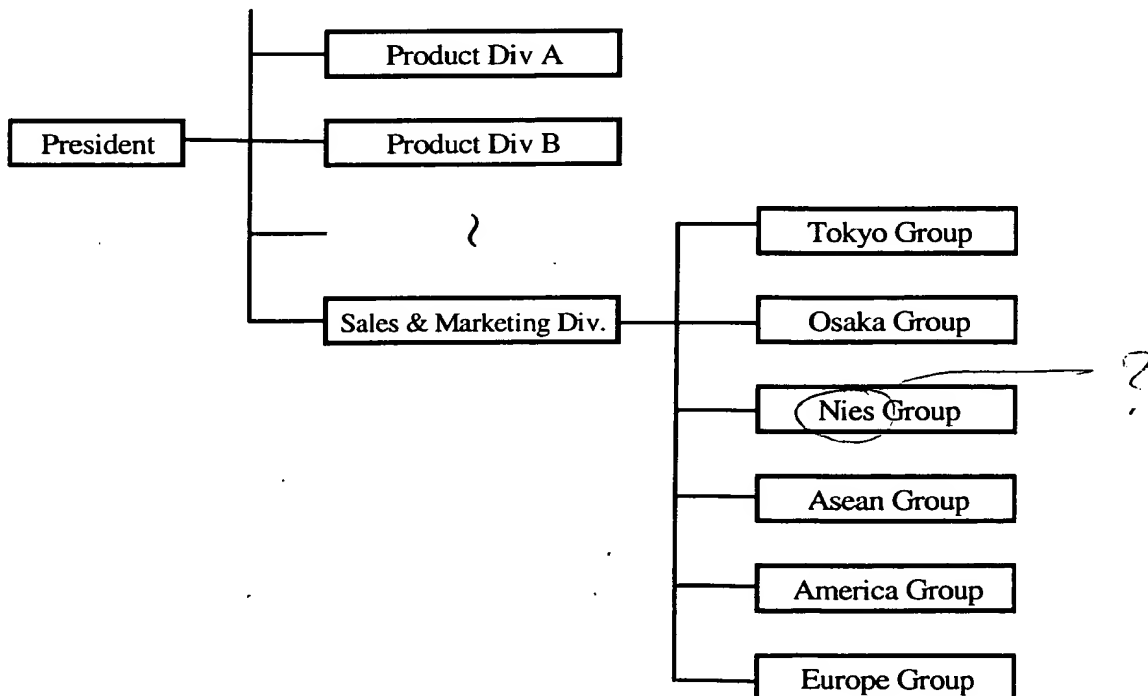


Late 1980<sup>th</sup>

~~Divided by Territory~~

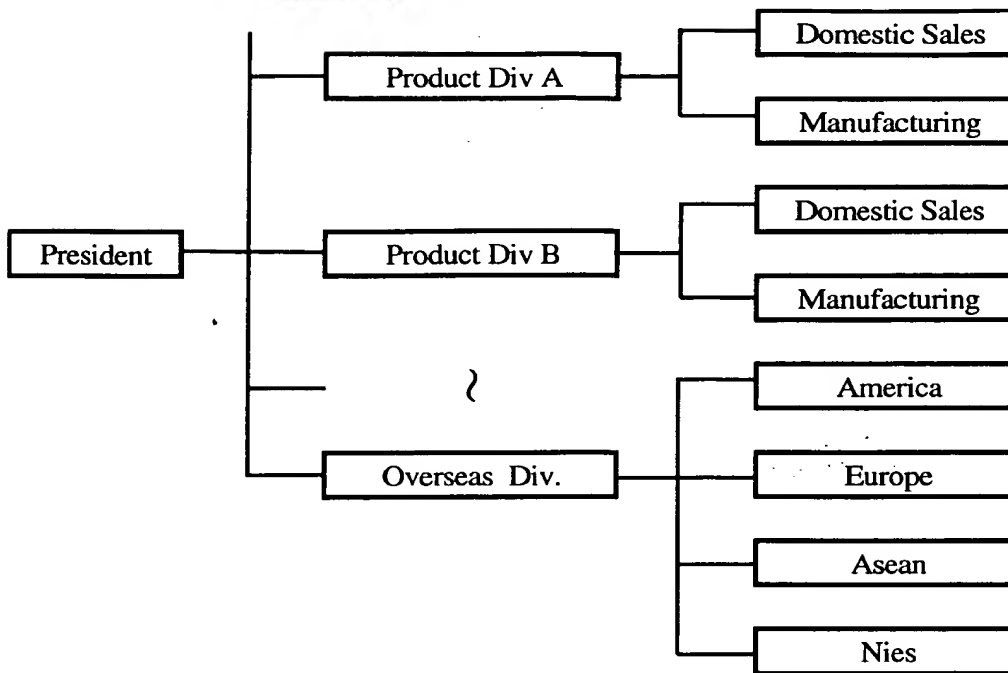
*based*

*Organization Structure*



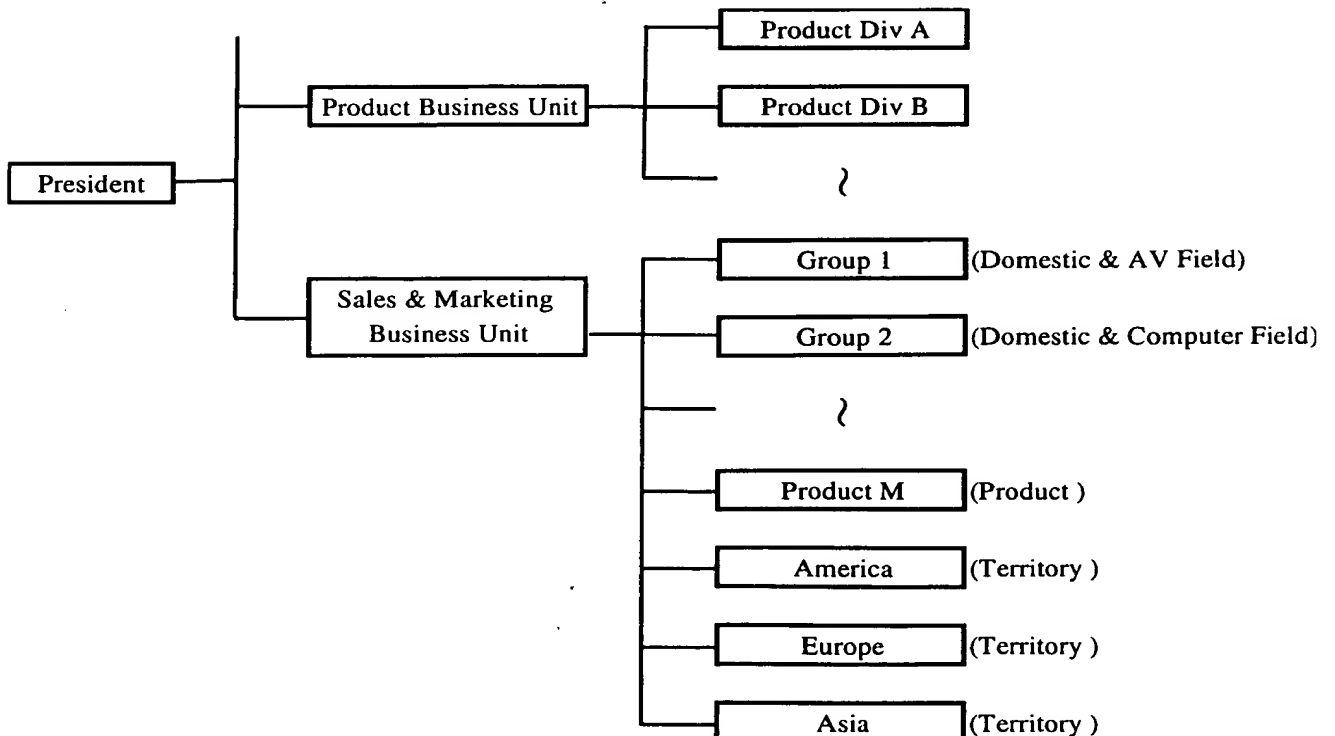
Mid 1990<sup>th</sup>

~~Divided by Products~~ *Divided by Products-based organization structure*



From 1998

*Hybrid*  
~~Divided by mixture~~ *Divided by mixture (Territory/Set/Product) organization structure*



*what happened to the Account Axis?*

*Please discuss this evolution briefly in the next...*

#### 4. Required Action to Manage 4 Axis as ~~an~~ One Team

Refer to the ~~chart 4~~

IT's something new

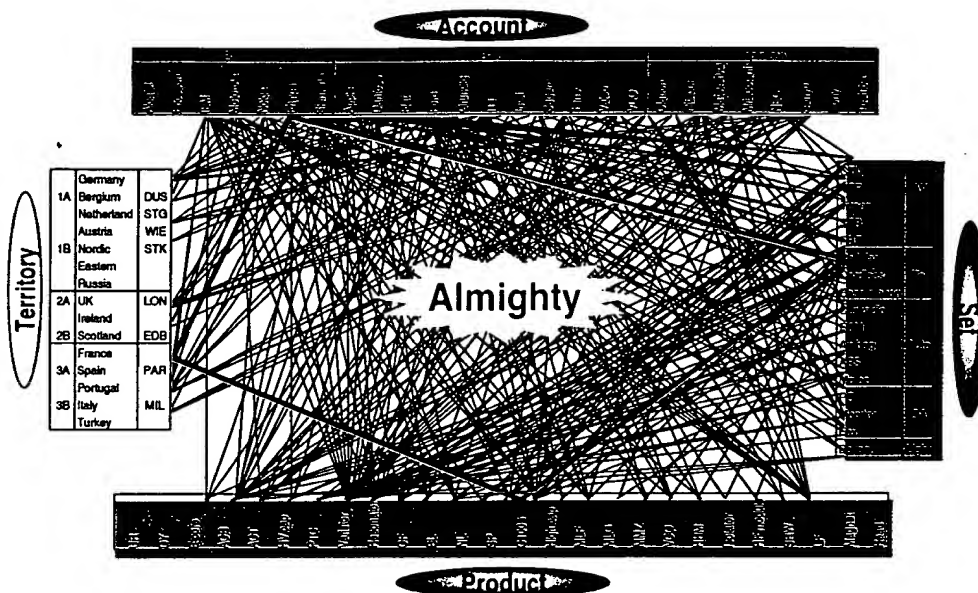


Figure 4 shows how TDK manages the 4 axes through the use of one team. For instance, Philips develop the TV set in Eindhoven, Holland and produce in France, Singapore and United States, at the same time. The purchasing negotiation for its components will be done in Tokyo, Japan, for all production locations. TDK designed in the transformer for this TV in Holland and produce transformers in Hungary, Singapore and Mexico to supply to Philips.

Unless we focus this new Philips TV set at the global location of TDK simultaneously and follow up under the consensus objective control chart, we would not be a leading supplier to them in their global locations.

As explained in the previous paragraph, TDK's Sales & Marketing Div in the head quarter has changed its key axis to multi-management, from Customer axis to Set (Application), then to Territory, then to Mixture. But most of the case, our product division stayed the same to focus on their products.

I have been in the overseas div. and had to cope with the various request coming from headquarters, sometimes from the axis of Products, sometimes from Set and Customers. As you can see from Chart 4, the Almighty solution becomes crazy, complicated and it is difficult to manage all axis. We, however, knew that by controlling the flow by computer, it would be minimized to 1/4 since everyone's interest is related each other like the above mentioned Philips case.

We were successful to implement this system with very simple computer formats which let everyone see the same objectives and therefore we eliminated the massive flow of questions coming from headquarters. Some part of the development of MMM System came from this type of defensive work required because of the noisy headquarters' request to our overseas operation. We did not have enough time to respond to all

the questions coming from headquarters. Since I came to Europe, I realized how difficult it is because total working hours in Europe is much less than those of Japan and the United States. Total net working hours in Europe for white collar workers is about 1,600 hours/year (Blue collar worker is only 13-1400 hours/year) compared to 2,000 hours in Japan and 18-1900 hours in the United States. The MMM System was born from the necessity for shortening the unproductive working hours required for responding to headquarters.

#### 4.1 Best method to implement the corporate Policy/Objectives at the practical working level

Refer to the chart 5

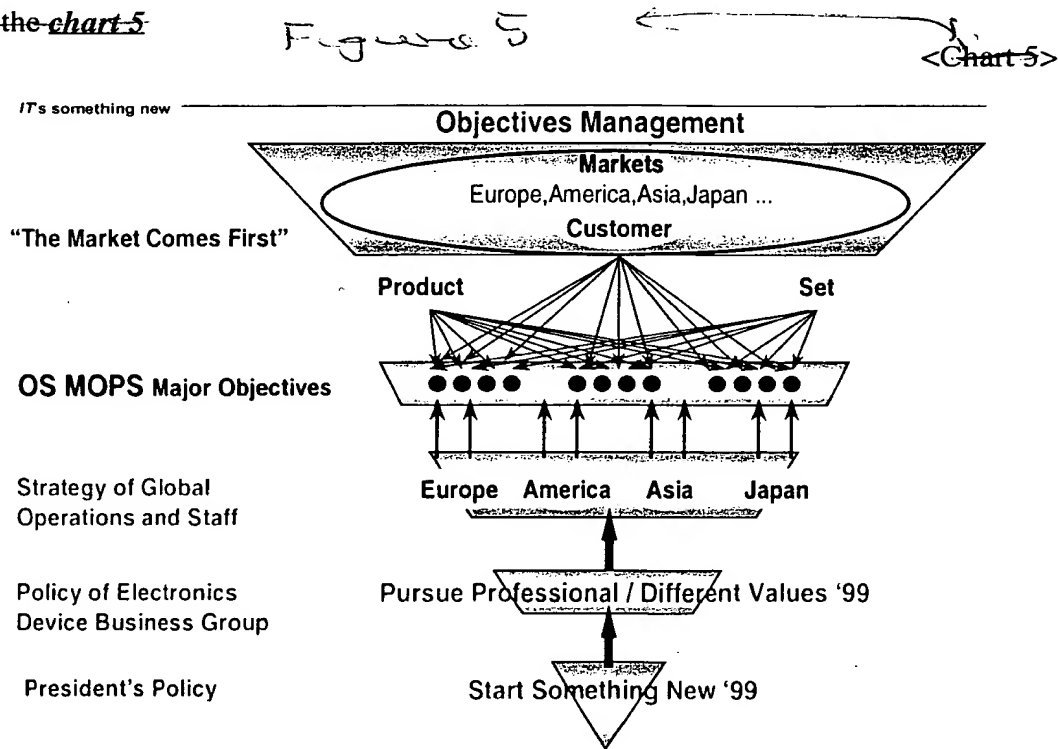


Figure 5

Chart 5 places the customer on top and the president at the bottom. It reflects TDK's basic customer philosophy. We have to make sure all the time that customers are the most important and our president has to implement his policy from the executive level to the practical OS (outside sales) who are the main contact with the customers. Our OS are to carry all the key objectives from the four axis of Product/Territory/Set/Account and execute their objectives relentlessly. The results are reviewed and linked to their personal performance evaluations.

#### 4.2 What happens if we mismanage this matrix management ?

The traditional way to evaluate Salesmen was just for their physical sales amount and it did not consider how this was achieved. Our business is spread throughout the world and if our salesmen did not design in our parts for Philips at their design center of Eindhoven, we would not be able to participate for the price negotiation in various locations where they use those parts for their new TV Set. It normally takes 6-12

Philips

months for the design-in and approval of <sup>one</sup> ~~our~~ type of electronic components. Therefore most of our sales people are working this year for next year's sales turnover.

In the early 1990's, <sup>and</sup> in TDK America, ~~they~~ <sup>we</sup> restructured the ~~organization~~ by territory only and gave up the matrix system of management of account/set/products. As a result, they lost a lot of business opportunity <sup>for the</sup> ~~for the~~ global customers such as IBM, AT&T and Motorola whose business is already cross boarder and multi-functional. Salesmen in Dallas for AT&T could not get the business unless our salesmen of New Jersey could design in TDK components to the new set. The Dallas function of AT&T was just for purchasing and manufacturing. Motorola design GSM phone in Libertyville, Ill. and produce in Scotland and Germany. We had to transfer our sales engineer from UK to our Chicago office for design-in activity, which was quite successful at that time but was very costly and time consuming work. We have now persuaded the American organization and ~~they are taking~~ <sup>we are taking</sup> care of the design work for Europe as a basic duty of salesmen under the common Objectives shared with Europe.

*More explanation please*

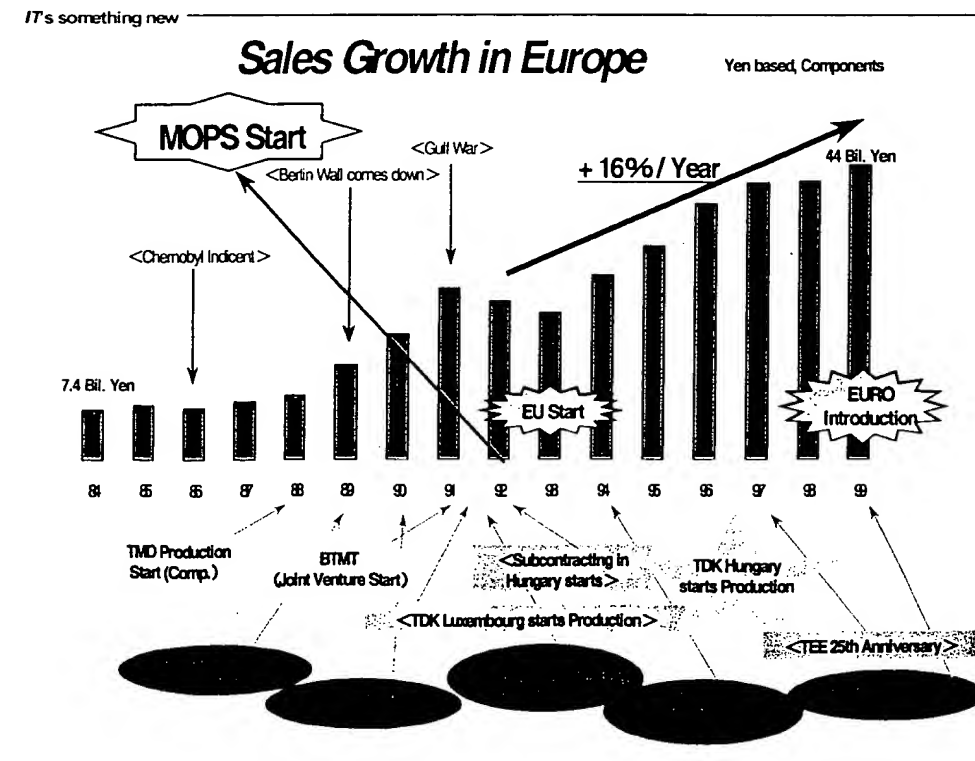
## 5. Human Management required by the Persistent, Strong Leadership

### 5.1 History of implementation of Matrix Management System in TDK Europe

Refer to the chart 6

*Figure 6*

<Chart 6>



In the 1980's, I have been implementing this method in TDK Corporation of America by using a lot of paper copies describing each of the four axis objectives. This was a very time-consuming task. All salesmen were required to submit status reports every month which resulted in a huge amount of paper work. Corporate staff in America summarised the reports in four different formats to reflect the axis control system. It was very time consuming work but as the operation was not so large at that time, it was possible to manage even with this time consuming approach. However, in early 1990's, they altered their system as mentioned before and shifted to territorial control only. This is a rather easy way for management to transfer responsibility to the each territorial manager who ~~should~~ conclude the business locally and is therefore free from the paper work of matrix management. Strong leadership and ~~the~~ persistent will to execute the objectives are required for the leaders of MMM operation, but we did not have such a leader in U.S. at that time. Our sales in U.S has therefore decreased every year.

In Europe, in 1992, we developed the MMM System on the PC using file maker software. Our development team has received the corporate president award with this dramatic development. We, however, faced the serious problem of the level of sensitivity and of control and management of the computer information system. Everyone understood that there is information available in the computer which he needs. However, some people did not pay enough attention to their objectives and the feeling for the real figures was getting to be very dull. Our slogan of "Anytime/Anybody/Anywhere" was changing to "Sometime/Someone/ Somewhere".

The following historical transition of our slogan is a good example of how we struggled to implement this system and to get into each person's heart as a key core objective.

Year

Slogan

1993

*"Where there is a change, there is a business chance,  
Let's squeeze out our Wisdom"*

We were facing the serious recession after the Gulf War and 1993 was the second year after we implemented the MMM Systems with the computer.

1994

*"Put your Spirit into A Mops"  
- Wet Communication, Dry Information -*

*Over time, became*  
Everyone was becoming very skillful with the computer control and communication. Everyone could access to the home server in the office from their home too by high speed ISDN line, but we lost the human intuitive and feelings. We emphasized to put our heartfelt spirits into A ranked Mops (level A rank of Major Objective) and speed up the information to anybody/anytime/anywhere in the network but when it comes to the communication, we need a human touch which we called Wet Communication. We encouraged our people to have a drink together and discuss into the night whenever they assembled for the setting or review of the mutual related objectives.

1995

**"Quick!! Schnell !! Vite !! With perfect timing, wins the race."**

**Speed up the Dry Information !**

**Steer Up the Wet Communication !!**

**From/To Anywhere, Anybody, at Anytime !!!**

We were <sup>placed</sup> placing the emphasis on speed which was the key factor <sup>in</sup> to win the competition. Schnell means quick in German, Vite means quick in French. Anything big meant slow and failure. Big IBM was one of the symbolic slow big failures at that time. We emphasized the importance of flexibility with high speed.

1996

**"Satisfaction through Heartwave Communication "**

**- Beyond the Hardware/Software/Digital Network -**

We are very certain that our business has recovered from the recession and reconfirmed that our MMM system <sup>is</sup> working very successfully as the figure shows. } which one it is Page 6.

We, however, became tired with the computer high speed race which did not bring us the mental satisfaction. We put the new word of **Heartware** but mistyped as **Heartwave** which could fit better for our new slogan and emphasized that *our communication has to touch the heart of the person to communicate and wave his/her heart as you do* <sup>during</sup> ~~love~~ love talk. We were searching for something important which the human being had forgot. The computer had damaged our communication style.

1997

**"Winning Planning & Preparation "**

When we finished the competition of speed, our headquarter <sup>in</sup> Japan has just started their Campaign. We discussed ~~a lot~~ how to speed up our Business and came to the conclusion that planning & preparation are the key to higher speed without having to think a lot after we have departed the start line. We should plan well so that we can win and prepare well as a winner.

1998

**"The Market Dictates, TDK Provides "**

**- Beyond the CS (customer satisfaction) -**

**Delight Our Market(customer)**

**Delight Our Partner**

**Delight Ourselves**

As explained <sup>in Figure</sup> on the chart 6/16 <sup>had to</sup> our customer should be put on the top whenever we think about the market. Customer Satisfaction was the key word in the industry. Our competitors could achieve a high satisfaction level with the customers on evaluation such as quality, delivery, price etc. We had to think of something else and came to the conclusion that we have to be LOVED by the customers. When the scores are ~~the~~ similar, the customer would chose the most delightful supplier. Delighting our customers and delighting our partners with

whom we are dealing with internally such as engineering dept, manufacturing dept in various places was a key objective. They would be cooperative if we delight them. At last, we also wanted to ~~be~~ delight ourselves whenever we get together with colleagues.

1999

***“ Fulfill our Sales Mission “***  
***Maximize EVA(Eigyo Value Added)***  
***- Be an Exciting Value Adder -***

Eigyo is a Japanese word and means Sales & Marketing. TDK have started emphasizing the Economic Value Added from this year and the new president's slogan is “Exciting Company”. We played the wording to match to this and set to maximize our value added as a Sales and marketing company (Eigyou).

Please refer to the ~~chart~~ **7**

*Figure 7*

*<Chart 7>*

*IT's something new*

Multidimensional Matrix Management System

4 Axes : Territory, Product, Account, Set

II

MMM Global Management System

Challenge Time and Distance



Information Quality + Volume

= EVA

Time x Distance



Maximization of EVA (“Eigyo” Value Added)

*Figure 7 shows the transformation of  
 MMM to our preferred slogan of Eigyo  
 This explains this slogan and how we are emphasizing value added*



## 5.2 Value Adder

Refer to the ~~chart 8~~

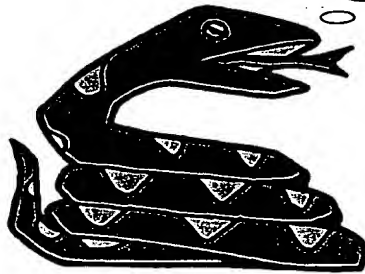
Figure 5

<Chart 8>

IT's something new

IT's not completely new....., but

IT's something new !!



Thank you for your attention !

As can be seen from Figure 5, our slogan changed to suit the new reality. "Be an Exciting Value Adder" is our slogan for 1999. When I put this slogan, one of our English staff warned me not to use the wording of adder since adder is a poisonous snake and was therefore not to a good image as a slogan. However, I liked this meaning more when I heard of the poison/snake as this fits perfectly to our meaning of MMM Systems and MOPS.

There are three interesting meanings of Adder.

### (1) Snake as being sticky

There is an old tale in Japan that a young playboy priest took the heart of a young innocent lady.

After he left her, she chased this young priest very persistently wherever he was hiding. At the end he hid himself inside the big bell of the temple and people found that a big snake was covering that big bell winding her body around the bell. One of the meanings of snake is "Sticky, Persistent"

We need the stickiness to follow up our objectives until they are finalized.

### (2) Kill to the death

Cleopatra's ending story is very famous. She killed herself with the poison snake. The image of the poison snake is relentless execution.

We need also relentless execution of our Major objectives.

### (3) Bring the money

There is a good luck old saying in Japan that snakes' dried skin would bring in the money if we keep these in our wallet. Snakes change <sup>their</sup> skin once a year and our grand parents used to carry those skins folded into the wallet, and expecting to receive money.

We need our MOPS to bring in the money as a result.

We have to get the interest of our people and keep our objectives in their memories.

## 6. MMM System by the utilization of IT

The following key systems are the base of the MMM System. We have created those systems and are sharing with anybody/anytime/anywhere concept.

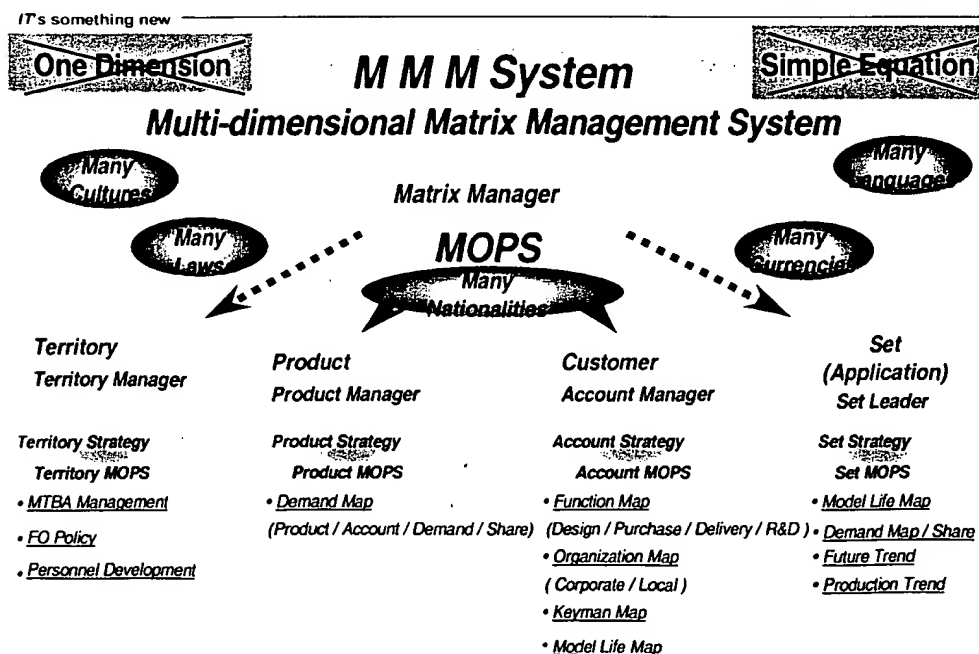
<b>MOPS</b>	Major Objective Progress System	Objective Management
<b>SIPS</b>	Sample/Inquiry Progress System	Inquiry Follow up System
<b>MDS</b>	Management Decision Support System	Commercial Indicator
<b>MTBA</b>	Management Target for Business Administration	Financial Indicator
<b>Public Folder</b>		Information Data Base

The chart 1 describe the relation of these systems.

### 6.1 MOPS (Major Objective Progress System)

Refer to the chart 2

<Chart 9>



## Discussion of Figure 10 here

Refer to the ~~chart 10~~

<Chart 10>

IT's something new

### 【 What is MOPS ? 】

1. Globalization of MOPS as customers operate beyond the boundaries of a given Territory or Set.

**Cross Functional Activity**

2. All related Territories and Divisions share the same information and strategies worldwide as "ONE TDK".

**Information Sharing → Added Value**

3. It is necessary to set up common global rules that overcome cultural and language barriers. So we have to use the same tools and speak the same language in order to Bridge Time and Distance Gaps.

4. We require **Tools** to control our objectives by the 4 main axes Customer, Product, Territory and Set and to put these objectives into action.

Discussion  
Highlights

Refer to the ~~chart 11~~

## Discussion of Figure 11 here

<Chart 11>

IT's something new

### 【 Objective 】

1. Achievement of Targeted Sales Growth (future business) through concrete Sales Tactics
2. Worldwide Strategies which are based on mutual understanding and common direction of Production and Sales

**Winning Scenario** "Winning, Planning and Preparation"

"Offensive" & "Defensive"



Definition of all Objectives = Targeted Sales Growth



Persistent and thorough Follow-up

3. Also serves as Evaluation Base

Discussion  
Highlights  
Significance

This is the heart of the MMM System.

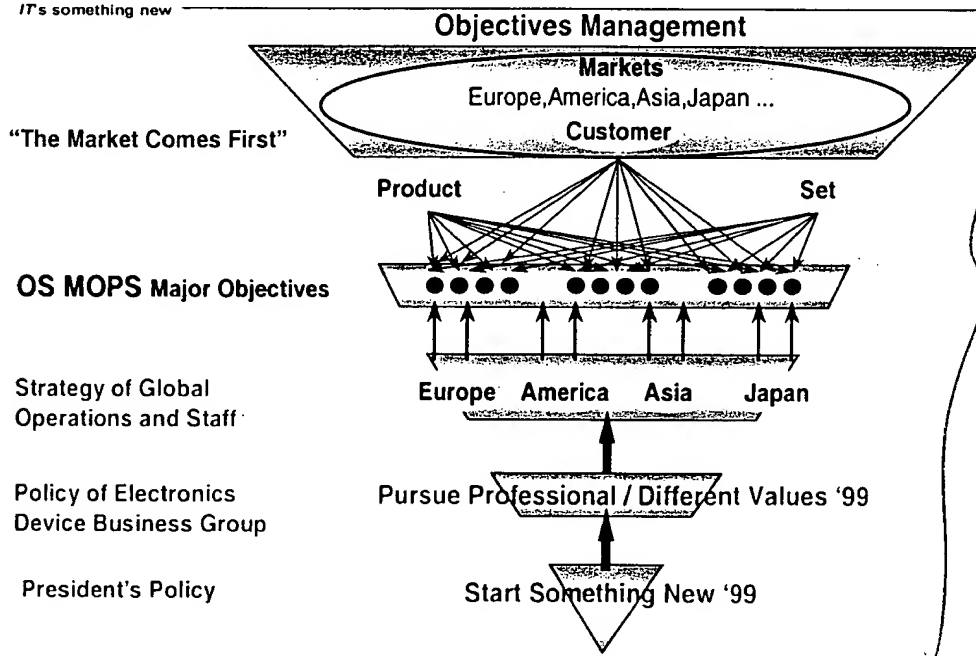
We have changed this from File Maker Software to the Lotus Notes from this fiscal term so that we can communicate simultaneously throughout the world. TDK is using Lotus Notes as the communication network

- Best tool to cast the corporate culture globally

Refer to the ~~chart~~ 5

Figure 5

IT's something new



The President's Policy is carried up to the business group, territorial div., product div. Customers' demand would drill down to the interfacing OS(Salesman) and sorted out its requirements by Territory/Product/Set/Account. Policy/Objectives/Demand are all drilled down to the practical level as MOPS and its performance is evaluated at the end of the fiscal term.

Refer to the Appendix 1A - 1F for the Evaluation example

Weight of the MOPS achievement as an evaluation is very heavy

- Matrix Manager to cover four Axis

We call the managers who are responsible for each axis as Matrix Managers. The role of Matrix manager.

**Territorial Manager** : Responsible for each territory such as Europe

*MTBA Management  
Personnel Development  
Order Forecasting Policy*

} What are these?  
Please explain

**Product Manager** : Responsible for strategic products

*Demand Map*

} What else?

**Set Manager** : Responsible for each strategic application set

*Model Life Chart  
Demand Map/Share  
Bill of Material/Set  
Production Trend*

))

**Account Manager** : Responsible for the account.

*Function Map  
Organization Map  
Keyman Map  
Model Life Chart*

))

Refer to the Appendix 2 as an example of Siemens Account manager.

} Please explain

Appendix 2 is the summary of this account manager and its each detail progress chart is shown in the Appendix 3. We create several version in the computer for the Matrix Managers and utilize each format to the needs of the users without duplicating the input for the contents.

} What does this mean?

Matrix managers are to set the strategy and objectives breaking down ~~its~~ their tactics. Each sales personnel in the field ~~set up~~ set up his/her objectives while communicating with related Matrix Managers. In the end, objectives set in the MOPS are all with consensus of all related persons.

We set up MOPS once a year and review on a semi-annual basis. When we set up the MOPS, all related Matrix Managers and sales personnel are to be gathered in one location for about 5 days and nights. ~~to discuss~~ and achieve consensus on MOPS

- **OS Mops**

Refer to the Appendix 4A

} What does this mean?

This is the first page of MOPS when we open the Lotus Notes. We now can chose any territory as indicated "Views" at the right side. Left side is programmed for the various administrative purpose of the MOPS. This side is used mainly by the staff ~~peoples~~ or each OS /Managers when they set up or review the MOPS to calculate the net increase of the potential sales amount.

Refer to the ~~the~~ Appendix 4B

We ~~set~~ <sup>provide the</sup> the example of Siemens case. We can sort the Mops by OS, Rank, Vendor, Engineer in charge as well as the four axis of product/territory/set/account.

Rank of MOPS : We set A/B/C according to the importance/Influence to our business.

Managers are responsible ~~to put~~ <sup>for developing</sup> this ranking.

Refer to the ~~the~~ Appendix 5A/5B for the information table.

77) This is the input table of MOPS and we ~~set to~~ <sup>can</sup> choose the items by just clicking on each column. If someone put ~~the~~ <sup>an</sup> unknown name to our products or set, everyone can be influenced. Automatic clicking method is to avoid these errors.

Appendix 5B is ~~the~~ input screen for Siemens.

Refer to the ~~the~~ Appendix 6 for the plan table.

the OS Again this is the example of Siemens and it ~~set~~ <sup>is</sup> the activity schedule by when he is to do ~~and~~ <sup>the</sup> progress of OS is listed (OS PRG) together with the evaluation of the progress of objectives by Sales Group Manager (SGM PRG) which is normally the territorial managers, ~~and~~ <sup>in</sup> addition to that, we set the column of Global Account Manager's evaluation for the progress of this MOPS. (GAM PRG)

Progress "A" means this MOPS is achievable on schedule in this fiscal term. ✓  
Progress "B" means this MOPS is delayed the schedule but achievable in this term. ✓

Progress "C" means this MOPS is not achievable in this term. ✓

Progress "D" means this MOPS is dead as non-active project. ✓

Progress "G" means this MOPS is Given Up with the consensus with managers. ✓ of the

Progress "Z" means this MOPS is achieved already.

We review MOPS after 6 months and ~~its~~ <sup>a</sup> review plan table is also prepared. Some MOPS may have "D" and new objectives may be added. We created the table as flexible as possible, but even though the objectives is dead or give up ("D" or "G") at the half year review time, we keep those MOPS since we use these for the evaluation purpose at the end of the year.

Refer to the ~~the~~ Appendix 7

This is the status summary chart of ~~the~~ <sup>sub-</sup> account of Siemens which contains many different locations and accounts.

Refer to the ~~Appendix 8~~

*Not clear* This is a calculation table for the figures. *which figures?* Over 90% of our major objectives are measured by potential sales figures. At the semi annual review time, we designed the table to implement the review figures in addition to the initial set up figure. *Period!*

*provide*  
~~How to put the comment to the MOPS.~~

Refer to the ~~Appendix 9A/9B~~

*type in*  
Click the Select Action and ~~take~~ the project comment and we can get the screen of comment shown in the Appendix 9B. This is how managers put the comments on their salesman's MOPS.

Progress is reported by sales personnel monthly with self evaluation of the progress comments. Each manager also puts his evaluation of the progress of ~~this objective~~ *of town* with his comment. *along*

- Help Flag

Refer to the ~~Appendix 10A/10B~~

In the case that the responsible person in charge of a particular objective needs, the help from the related colleague or manager/director, he can input the help in the computer on his objective. The computer automatically sends that help requiring message to that person. If that person did not respond, a reminder would be sent automatically to that person. We have a system to evaluate the person how he helped and when he helped. This help flag on the computer procedure is self explanatory in the Appendix 10A & 10B. This function is one of the most unique features in our MOPS which we developed this year to make sure that anybody can ask the help to the related managers to pursue his MOPS and managers are evaluated how he helped to support the execution of the MOPS. *what?*

*with response to*  
~~This can be sent to general manager.~~ We do not set any limitation of organizational layers.

Refer to the ~~Appendix 11~~

This is a summary of Siemens MOPS with the short explanation of contents with the progress status. This shows as account based *and* but we can do the sorting by products, territory, salesman, set as well.

- Offensive MOPS and Defensive MOPS

*from each*  
We have designed MOPS to distinguish the Offensive and Defensive *moder* since the approach and expectation of the result is quite different. We can easily find out each MOPS whether it is offensive or defensive. Offensive has the "O" in the number and "D" for the defense. How well we achieved the objectives is *stands for*

referred to as **Hit Rate of the MOPS**.

Hit rate for the offensive MOPS is about 30% and 80% for the defensive MOPS which means we lose the business by 20% for the defensive MOPS from our experience.

- **Set up the objectives to gain two digits sales increase every year.**

Using those experienced figures, we estimate the next fiscal term's business amount since our activities in the MOPS are mostly set for the next fiscal term's business. We calculate the hit rate of each offensive MOPS and subtract the loss portion of the defense MOPS to get the net increase of the sales figure. When our net increase is not enough to get two digit increase every year, we have to reset the MOPS until we find the enough objectives. As we show our sales transition in the chart 6, our annual sales increase is 16% since we started MOPS system. We are well in line with our intention to utilize the MOPS. Everyone has the confidence in our MMM System since our figures are proof of their success.

At the semiannual review time, we are also recalculating the hit rate of MOPS based on the progress status at a half year time to increase its accuracy.

We set the different hit rate for the review time of MOPS.

Progress status "A" is set 50% hit rate.

Progress status "B" is set 30% hit rate.

Progress status "C/D" is set 0% hit rate.

Progress status "Z" is set 70% hit rate.

- **How many Objectives ?**

Each sales person keeps about 10-15 objectives and ~~put the ranking~~ <sup>each</sup> by its importance. A rank for about 3-5, B rank for about 3-5, C rank for about 3-5. Managers are required to review for A ranked MOPS every month and to input a comment with the action to help that person so that his MOPS can be achieved. MOPS also means Objectives in our company. <sup>Increase please</sup>

## **6.2 MDS (Management Decision Support System.)**

This is a commercial indicator of our business and quick analysis by customer/sales personnel/product/set/account can be obtained. All of the screen can be drilled down to the four axis. This system is developed to access to the key data of the business in a very short time without analyzing large volumes of output data to save the non-productive time.

Refer to ~~the~~ **Appendix 12**

This is the first screen of MDS. We can select the category by Sales group(territory), by customer, by field(set), by product in quantity and amount, by local currency.



Refer to the ~~Appendix 13A~~ 77

We now set the sorting as a key of account. The screen shows customer name, code (computer code), budget figure, forecast (this means monthly sales forecast done monthly), sales (actual sales figure), vs. budget (% achievement against budget), vs. Forecast (% achievement against monthly sales forecast), vs. LY (% against last year's result). From this table, we can drill down to the details. We are to set the account of Siemens.

Refer to the ~~Appendix 13B~~

Siemens is selected and this screen shows all account of Siemens group and the figure comparison is the same as Appendix 13A. Now we drill down to the product division base.

Refer to the ~~Appendix 14A~~

Among the Siemens account, we drilled down to the product division base and Appendix 14A is showing the status of the sales of each product division. Again the sequence of the % is the same as Appendix 13A. Now we are to drill down to the products itself selling to Siemens. focus on

Refer to the ~~Appendix 14B~~

Products by products sales figures for Siemens are shown in the screen. focus on

### Booking/Sales Transition Data

Refer to the ~~Appendix 15A~~ for

We now selected the screen of Sales and Booking by Customer group. The screen itself is self-explanatory and always showing this year's figure and last year's figure as a comparison. Sales transition and Booking with B/B ratio are shown in the screen. Now we drill down the Siemens. focus on

Refer to the ~~Appendix 15B~~

Siemens is selected and the screen shows the monthly sales transition of Siemens with booking figures. Sales/c/o means the sales figures up to achieved month. In this case, up to August figure and from Sept figure is the order balance being scheduled to ship out in each month. We can drill down these figures to the bar graphs. ??

Refer to the ~~Appendix 16A/16B~~ focus on

These graphs are showing the budget, sales figure, order balance status, compared to the last year.

Refer to the ~~the~~ Appendix 16C

~~The~~ B/B ratio is shown in the graph in comparison of the one of last year.

### 6.3 SIPS (Sample/Inquire Progress System)

Refer to the ~~the~~ Appendix 17

It is also important to follow up ~~the~~ each inquiry from the customer.

This is the input screen for the sample request/quotation request from the customer.

We also can sort out this chart as Product/Territory/Set/Account same way as MOPS.

Also identifying the importance with the sorting code for the importance ranking, linked to the MOPS or not, samples for formal approval or just a engineering test purpose.

This chart is made by Lotus Notes just recently but we have been utilizing the file maker software in which we implemented a lot more convenient information sorting. We are in the process to improve this chart which can link to the various operation actions such as;

Automatic initiation of manufacturing specification after the approval.

Automatic issue for the quotation sheet to the customer.

Automatic price approval system internally before submitting the quotation to the customer.

Automatic sorting of required date of pilot run of the particular project.

Refer to the ~~the~~ Appendix 18

This is just for the schedule control of the samples but this is also scheduled to improve as being mentioned above. This Lotus Note system was developed by the headquarter in Japan where they did not care about the practical convenience of the system and they admit the poor design of this.

### 6.4 MTBA (Management Target for Business Administration)

Refer to the ~~the~~ Appendix 19A/19B

~~This is~~ <sup>system provided</sup> the financial indicator for the profit ratio, margin rate, SGA, Sales amount/head, Account receivable balance, etc. ~~The~~

Upper/Lower limit is set at each profit center(department) and we put the color for blank for normal, Yellow for warning, Red for out side limit and need recovery action plan, Green for extremely good. Quick access to the problem area is the key in this chart.

Financial achievement/asset management/sale achievement/customer service level /proposal, report are all in the index.

We set the profit control for all territorial managers and set the target figure of every month together with the accumulated figures. As for the managers who has the red colour mark, they have to submit the status report together with corrective action plan.

We have a monthly telephone meeting throughout the Europe.

## 6.5 Public Folder

Key information is gathered as a uniformed format in the public folder which everyone can access to that file avoiding a duplication of the storage of the files.

Appendix 20 shows the folder screen.

Appendix 21 shows the production trend of the cellar telephone which is maintained by set managers.

Appendix 22 shows the demand map of Siemens mobile phone.

Appendix 23 shows the Model life chart of Siemens phone.

Appendix 24 shows the bill of materials with price/competitor information for the particular set.

Appendix 25 shows the organization map of Siemens.

Appendix 26 shows the detail/local organization map of Siemens.

Appendix 27 shows the key man map of key contact at Siemens.

Appendix 28 shows the Function Map of Siemens Telecom.

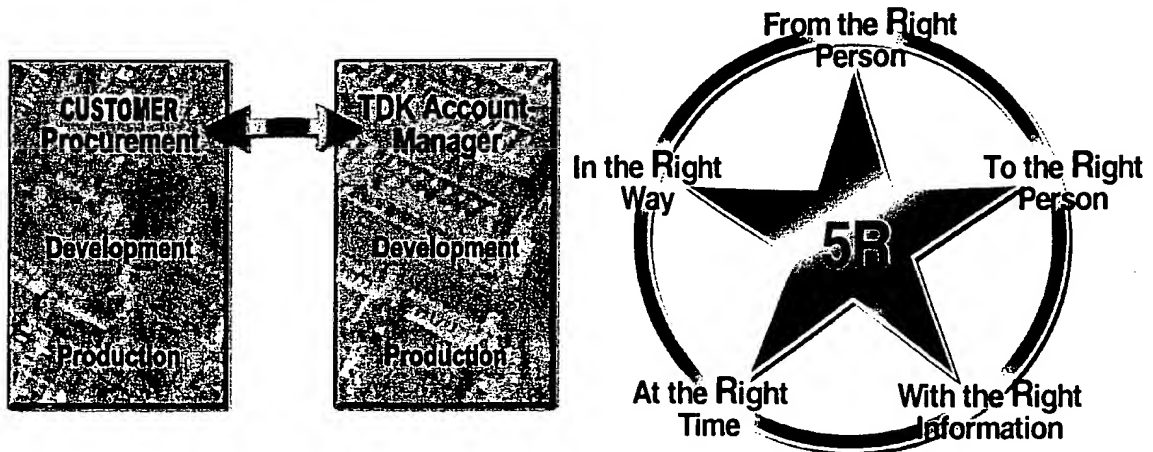
## 6.6 Five R Sales (New)

Refer to the Chart 12

Figure 12

<Chart 12>

### Five R (5R) Communication



This is a new **pin point marketing method** started newly in this year.  
5R means;

**To the right person  
From the right person  
Of the right information  
At the right timing  
By the right way**

We have created the customer list in the computer with our focused category and dispatch the information with above 5R method by computer and we communicate with our customer personally not like a mass communication on the home page message.

Pool  
member

## 7. Next Step for TDK's Transnational Management

### 7.1 Integrate country of Japan to the complete MMM System

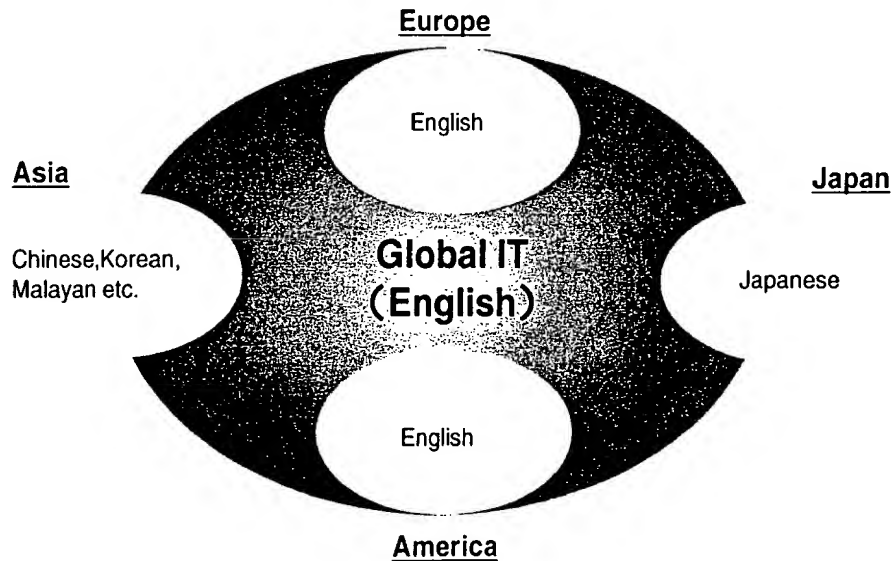
We have to admit that the biggest barrier of Globalization with Japan is the Language. The language has to be in English but the majority of the management in Japan cannot understand English. *The steps plan are shown in Figure 13.*

Refer to the ~~chart 13~~

Figure 13

<Chart 13>

IT's something new



*Three steps* are planned for the implementation of MMM System to Japan.

*The achieve*  
**First step** is to ~~make the~~ **horizontal integration** which means that we connect MMM Systems to the rest of the world other than Japan. Most of those countries are in a better position to accept English as a common business language. We have connected

<sup>the</sup>  
to United States already and are now connecting to Asia from October. I am confident that this Asian implementation would be finalized within this year.

Then, as a **second step**, we plan to connect to Japan. We have already connected to the Japanese based global account to our system. We have changed the name of MOPS to G-MOPS (Global MOPS) because headquarters people may not like to take the same name as being used in Europe. The connection is now existing among the sales & marketing functions worldwide but not directly linked to manufacturing division and Engineering dept. This is where we see the biggest language barrier.

<sup>the</sup>  
**Third step** is to link to the manufacturing divisions and Engineering dept as a **vertical integration**. We plan this from the second half of next year. *Figure 14 shows*

Refer to ~~the~~ **chart 14**

*Figure 14*

<Chart 14>

IT's something new

## **“ G - M O P S “**

= Global Major Objective Progress Control System

***Most Suitable Weapon To Enforce  
CORPORATE CULTURE***

<sup>when</sup>  
The global communication is like a traffic control system where we need to keep the max speed limit and make stops at the red signal. The standardized rule has to be kept by everyone, everywhere, every time. We set the police function in Europe to watch the traffic control of our communication network for several years. If they found the person who violate the rule and not updating the data on time or miss-input the wrong information and even miss-input the size of the letters, we issued the yellow card and finally stop the participation to the network with a next red card. We then had to put that person on a heavy training course until our police give the OK to use our network.

Refer to the ~~chart 15~~

Figure 15

~~<Chart 15>~~

IT's something new

### Global Communication by IT

#### Communication Highway Traffic Control



- Standardized Traffic Signs Worldwide  
Common Language → English
- Standardized Traffic Regulations  
Common Rules

Disagreement?



- \* Global
- \* Local

### 7.2 G-Mops started

We set the global account of each territory whose customers operate globally and need the MMM System operations inside of the TDK network. As Figure 16 states.

Refer to the ~~chart 16~~

Figure 16  
Headings

~~<Chart 16>~~

IT's something new

#### < G-Accounts >

##### Europe

Bosch  
Siemens  
Ericsson  
Nokia  
Philips

##### USA

IBM  
Motorola  
Solectron  
Intel  
Seagate  
Ford  
Delphi  
HP

##### Asia

Samsung

##### Japan

Sony  
Denso  
Fujitsu

Figure 17 provided

Refer to the ~~chart 17~~

Figure 17

~~<Chart 17>~~

IT's something new

### 【 G-Account Manager's Role 】

1. Account Responsibilities include : **Set up Strategy, define Objectives and work out concrete Tactics** for their Achievement → Instill common Understanding of G-MOPS into all related OS worldwide.
2. **Global Information Sources**
  - Organization Map    ● Global Demand Map    ● Key Person Map
  - Model Life Map    ● Set Production Trend
3. **Global Responsibility for Sales and Budget Achievement**
4. G-Account Manager controls Monthly Progress
5. **MOPS Review** halfway (Sept.) of the Term (Progress, Direction, Revision of Objectives)
6. **Worldwide Pricing Strategy**
7. **Leading Role in Annual Contract Negotiations**

Discussion

*which*  
*in the*  
(These customers are listed as G-MOPS already and being controlled in our network.

### 2.3 G- MDS Started

We have set up ~~the~~ similar systems worldwide like we do in Europe as a Global MDS (Management Decision Support System).

Incomplete  
Requires a conclusion

# TCE Sales Incentive OS (103rd term 2nd Half)

<Appendix 1A>

1. Point Table (max. 1,000 points)

Mr./Mrs. Hennessy

Factors	Weight	Point					Unit	Your Performance	Your Points
		4	3	2	0	2			
Sales Performance	1-0 Achievement vs Budget	≥120%	>110%	>100%	>95%	≥90%	Original Currency	119%	180
	2-0 Achievement vs Last	≥150%	>130%	>120%	>100%	≥90%	Original Currency	126%	40
	3-0 Sales Increase from Last Year	>400mil	>300mil	>200mil	>0mil	>200mil	Yen/Year	705	80
Sales Activities: MOPS	4-1 Achievement of Major Objectives (Comp, FA)	Weight: 80, 110	S	A	B	C		S	320
	4-2 # NPDR and VA	Weight: 20	≥8	≥6	≥4	≥2	Number per Year	8	80
Sales Activities: NPDR, Sample etc.	4-3a # of Sample Request Issued (Comp)	15	≥60	>50	>40	>30	Number per Year	268	60
	4-3b # of Sample Request Approved (Comp)	15	≥25	>20	>15	>10	Number per Year	6	-15
Report to Management	5-1 # of Sales Reports	Weight: 0-20	≥100	>80	>60	>40	Number per Year	56	0
	5-2 Quality of Sales Reports	20-0	A	B	C	D		A	60
Others	6-1 MOPS/SIPS Quality	Weight: 20	A	B	C	D		A	0
	6-2 MOPS/SIPS Due Date Keeping	20	A	B	C	D		A	0
	7-0 Write-off vs Sales Ratio (Comp, Distr)	20	<0.4%; 1.5%	>0.4%; 1.5%	>0.5%; 1.6%	>0.6%; 1.7%	vs Sales Amount	0.07%	0
	8-0 Overdue A/R Ratio (Comp, FA)	40, 60	<2.5%; 5%	≥2.5%; 5%	>3.5%; 6%	>4.5%; 7%	vs Total A/R Bal.	2.75%	-40
Point 2nd Half								765	

How  
Dino  
this  
works?  
Please  
explain  
in the  
text.

2. Salary Calculation  
Fixed Portion = 12 months  
Variable Portion = 0-2 months

## 3. Incentive Determination

	1st Half:	2nd Half:
If Points are >800	1 month x ((Points + 1,000)/2,000)	(2 months - 1st Half Incentive) x ((Points + 1,000)/2,000)
If Points are ≥400	1 month x ((Points + 400)/2,000)	(2 months - 1st Half Incentive) x ((Points + 400)/2,000)
If Points are >0	1 month x ((Points + 200)/2,000)	(2 months - 1st Half Incentive) x ((Points + 200)/2,000)

1st Half Incentive	0.52
2nd Half Incentive	0.86



TCE Sales Incentive IS (103rd term 2nd Half)

<Appendix 1B>

1. Point Table (max. 1,000 points)

Mr./Mrs. Endrun

Factors	Weight	Point						Unit	Your Performance	Your Points
		4	3	2	0	-1	-2			
Sales Performance										
1-0 Achievement vs Budget	30	≥120%	>110%	>100%	>95%	≥90%	<90%	Original Currency	130%	120
2-0 Achievement vs Last	10	≥150%	>130%	>120%	>100%	≥90%	<90%	Original Currency	135%	30
3-0 Sales Increase from Last Year	10	≥400mil	>300mil	>200mil	>0mil	≥200mil	<200mil	Yen/Year	1188	40
Sales Activities: MOPS	50; 60	S	A	B	C	D	E		A	150
4-1 Achievement of Major Objectives										
4-3a # of Sample Request Issued (Comp)	5	≥60	>50	>40	>30	≥20	<20	Number per Year	202	20
4-3b # of Sample Request Approved (Comp)	5	≥25	>20	>15	>10	≥5	<5	Number per Year	29	20
4-4 # of IPS	10	≥10	>7	>5	≥2	≥1	0	Points per Year	0	-20
4-5 Booking, FO, PO Control	30	S	A	B	C	D	E		S	120
Others										
7-1 Write-off vs Sales Ratio (Comp, Distr)	Weight	0	-1	-2	-3	-4	-5			
7-2 Non-Move Inventory	20	<0.4%; 1.5%	≥0.4%; 1.5%	>0.5%; 1.6%	>0.6%; 1.7%	>0.8%; 1.8%	≥1%; 2%	vs Sales Amount	0.03%	0
8-0 Overdue A/R Ratio (Comp, FA)	40; 60	<target%	<target% + 1%	<target% + 1.5%	<target% + 2%	<target% + 2.5%	<target% + 3%	vs Target %	3.66%	-100
	Weight	4	3	2	0	-2	-3	vs Total A/R Bal.	2.88%	-40
9-0 Daily Operation Performance	100	1000-901	900-751	750-601	600-501	500-401	400-	Par PE-004C(B)	904	400

Point 2nd Half 740

2. Salary Calculation

Fixed Portion = 12 months  
Variable Portion = 0-1 months

How is this different?  
Please explain

3. Incentive Determination

	1st Half:	2nd Half:
If Points are ≥800	0.5 month x ((Points + 1,000)/2,000)	(1 months - 1st Half Incentive) x ((Points + 1,000)/2,000)
If Points are ≥400	0.5 month x ((Points + 400)/2,000)	(1 months - 1st Half Incentive) x ((Points + 400)/2,000)
If Points are >0	0.5 month x ((Points + 200)/2,000)	(1 months - 1st Half Incentive) x ((Points + 200)/2,000)

1st Half Incentive	0.46
2nd Half Incentive	0.31

## 1. Point Table

Max Point : 1000

Min Point : -1000

Factors	Weight	Point					Unit	Max	Min	Achievmt & Score	
		4	3	2	0	-1				Achievement	Score
1. Group MOPS Achievement	300	MOPS Achievement Total Score : 00 -> Score/1000 <500 -> -100						300	-100	750.0	225
2. Financial Achievements											
1. Gross Margin	20	≥ Target % X 1.2	≥ Target % X 1.1	≥ Target % X 1.05	≥ Target %	≥ Target % X 0.95	Target %	80	-40	10.00%	0
2. SGA Expense Increase %	15	Reduced	≤ SGA Inc% Cal X 50%	≤ SGA Inc% Cal	≤ SGA Inc% Cal X 120%	≤ SGA Inc% Cal X 150%	Inc% vs. Ceiling	60	-30	20.78%	45
3. # Mo. of Inventory	15	≤ Target mo. Z 3%	≤ Target mo. Z 4%	≤ Target mo. Z 5%	≤ Target mo. Z 10%	≤ Target mo. Z 15%	Target mo.	60	-30	0.6	60
		117.72%									
		8.86%									
		1.84%									
		20.78%									
4. Write Off Inventory (Comp., FA)	20	0	-1	-2	-3	-4		0	-100	0.07%	0
		<0.2%, <1.5%	≥0.2%, ≥1.5%	>0.3%, >1.6%	>0.6%, >1.7%	>0.8%, >1.8%	Target %	0	-100	0.07%	0
5. Non-Move Inventory	15	≤ Target %	≤ Target % + 1%	≤ Target % + 1.5%	≤ Target % + 2%	≤ Target % + 2.5%	Target % (Ave. year)	0	-75	2.71%	-60
6. A/R Overdue (Comp. FA)	15	<2.0%, <5%	≥2.0%, ≥5%	>3.0%, >6%	>4.0%, >7%	>5.0%, >8%	Target % (Ave. year)	0	-75	1.53%	0
								200	-350		45
3 Sales Performance											
1. Target Budget Achievement (Consolidated)	50	≥ 100%	3	2	0	-1	Bud Achvt %	200	-100	117.00%	200
2. Budget Achievement (Local)	20	≥ 120%	≥ 110%	≥ 100%	≥ 95%	≥ 90%	Bud Achvt %	80	-40	117.29%	60
3. Achievement vs Last Year (Consolidated)	35	≥ 120%	≥ 110%	≥ 105%	≥ 100%	≥ 90%	Increase % vs Last Yr	140	-70	127.00%	140
								420	-210		400
4 Proposal, Report etc											
1. # NPDR	5	≥ Target X 2	≥ Target X 1.5	≥ Target	≥ Target X 0.5	≥ Target X 0.25	# Submission/yr	20	-10	3	-5
2. # VA Proposal	5	≥ Target X 2	≥ Target X 1.5	≥ Target	≥ Target X 0.5	≥ Target X 0.25	# Submission/yr	20	-10	8	0
3. # IPS	5	≥ Target X 2	≥ Target X 1.5	≥ Target	≥ Target X 0.5	≥ Target X 0.25	# Submission/yr	20	-10	8	-5
4. # Sales Report	5	≥ Target X 120%	≥ Target X 110%	≥ Target	≥ Target X 95%	≥ Target X 90%	Submit% for Requir	20	-10	280	-10
		0	-1	-2	-3	-4					
5. Monthly Report	20	≥3.5 (A)	≥3.0 (B)		≥2.0 (C)	<2.0 (D)	Quality & Timing	0	-100		
6. MOPS Update	20	≥3.5 (A)	≥3.0 (B)		≥2.0 (C)	<2.0 (D)	Quality & Timing	0	-100		
7. SIPS Update	20	≥3.5 (A)	≥3.0 (B)		≥2.0 (C)	<2.0 (D)	Quality & Timing	0	-100		
								80	-340		-20
								1000	-1000		650

How does this work? Expenses

Mr.Miglio

1.Point Table

Max Point : 1000 Max Incentive Amount : 10,000 DM

Min Point : -300 Incentive Amount : 10,000 DM X Points/1000

Facotrs	Weight	Point					Max	Min
Account Mgr MOPS Achievement	300	MOPS Achievement Total Score : *500 --> 300 X Socre/1000					300	0
Added value brought by Account Mgr		4	3	2	0	-1	-2	
1. Conducting MOPS meeting with constr	40	A		B		C	D	-80 -80
Quality of Marketing Activities		4	3	2	0	-1	-2	
1. Model Life Chart	10	A		B		C	D	-20
2. Organization Map	5	A		B		C	D	-10
3. Function Map	5	A		B		C	D	-10
4. Keyman Map	5	A		B		C	D	-10 -50
Others		4	3	2	0	-1	-2	
1. Timely up-date public folder and sharing	10	A		B		C	D	-20 -20
Customer Satisfaction		4	3	2	0	-1	-2	
	50	A		B		C	D	-100 -100
Sales Development		4	3	2	0	-1	-2	
1. Achievement vs Budget	30	*120%	>110%	>100%	>95%	*90%	<90%	-60
2. Achievement vs Last	10	*150%	>130%	>120%	>100%	*90%	<90%	-20
3. Sales Increase from Last Year	10	*400mil	>300mil	>200mil	>0mil	*200mil	<-200mil	-20 -100
								1000
								-350

First Evaluation by CP

Achievemnt & Score	Score
770	231
A	160
C	-10
A	20
A	20
B	10
B	20
A	20
103%	60
82%	-20
-173	-10
	501

Final Evaluation by ECM

Achievemnt & Score	Score
770	231
A	160
C	-10
A	20
A	20
B	10
B	20
A	20
1.03	60
0.82	-20
-173	-10
	501

99 is missing for ECP

Only P-card

Explained

Remarks

Evaluation will be done once a year.

Person Job Grade #6 cannot be evaluated by this table.

**TCE Set Leader Incentive (103rd)**

**Mr. Cunningham**

**Set : Mobile Phone**

**1. Point Table**

Max Point : 1000 Max Incentive Amount : 7,000 DM

Min Point : -300 Incentive Amount : 7,000 DM X Points/1000

Factors	Weight	Point				Max		Min		First Evaluation by CP		Final Evaluation by ECM	
										Achievement	Score	Achievement	Score
Set Leader MOPS Achievement	300	MOPS Achievement Total Score : 500 --> 300 X Score/1000				300		0		660	198	660	198
Added value brought by Set Leader	75	4	3	2	0	-1	-2	300	-150	A	300	A	300
1. Conducting MOPS meeting with constr								300	-150				
Quality of Marketing Activities													
1. Model Life Chart	25	4	3	2	0	-1	-2	100	-50	A	100	A	100
2. Demand Map	15	A		B		C	D	60	-30	B	30	B	30
3. Future Technical Trend (High Light)	15	A		B		C	D	60	-30	A	60	A	60
4. Production Trend	15	A		B		C	D	60	-30	A	60	A	60
								280	-140				
Others													
1. Timely up-date public folder and sharin	30	4	3	2	0	-1	-2	120	-60	A	120	A	120
								120	-60				
								1000	-350	660	868	660	868

Exploit!

Comp demand incompleted

**Remarks**

Evaluation will be done once a year.

Person Job Grade #6 cannot be evaluated by this table.

## TCE Sales Incentive Determination OS (103rd term 2nd half)

## &lt;Appendix 1F&gt;

SGP Salesman	#	Sales Performance			Sales Activities			Report to Mgt.			Others			Points										1st	2nd	Total								
		1-0	2-0	3-0	4-1	4-2	4-3a	4-3b	5-1	(W)	5-2	(W)	6-1	6-2	7-0	8-0	1-0	2-0	3-0	4-1	4-2	4-3a	4-3b				5-1	5-2	6-1	6-2	7-0	8-0		
1A	Hennessy	87751	119%	126%	705	S	8	268	6	56	5	A	15	A	A	0.07%	2.75%	180	40	80	320	80	60	-15	0	60	0	0	0	-40	765	0.52	0.86	1.38
1A	Franz	85951	114%	142%	471	A	0	122	0	10	5	A	15	A	A	0.00%	1.12%	180	60	80	240	-40	60	-30	-10	60	0	0	0	0	600	0.54	0.73	1.27
1A	Schulewski	87851	105%	105%	77	A	10	128	22	68	5	A	15	A	A	0.08%	2.46%	120	0	0	240	80	60	45	10	60	0	0	0	615	0.49	0.77	1.25	
1A	Habermann	87855	120.3%	99.7%	-12	B	0	64	26	14	5	A	15	A	A	0.32%	3.52%	240	-20	-20	160	-40	60	60	-10	60	0	0	0	-80	410	0.43	0.64	1.06
1A	Heilmann	87856	161%	99.6%	-2	A	0	322	34	28	5	A	15	A	A	0.00%	4.31%	240	-20	-20	240	-40	60	60	-5	60	0	0	0	-80	495	0.00	0.90	0.90
1A	Koch	87100	99.9%	106%	30	A	0	184	16	12	5	A	15	A	A	-0.09%	4.26%	0	0	0	240	-40	60	30	-10	60	0	0	0	-80	260	0.52	0.34	0.86
1A	Hohenberger	87853	102%	86%	-74	B	2	226	20	36	5	A	15	A	A	0.03%	13.32%	120	-40	-20	160	0	60	30	-5	60	0	0	0	-200	165	0.45	0.28	0.73
2A	Muir	87254	47%	56%	-816.4	A		30	24	40	5	A	15	A	A	2.08%	8.97%	-120	-40	-20	300		-15	45	-5	60	0	0	-100	-200	-95	0.00	0.00	0.00
2B	Wallace	87252	50%	57%	-1159	A	0	88	32	14	4	A	16	A	A	1.45%	2.85%	-120	-40	-40	240	-40	60	60	-8	64	0	0	-100	-40	36	0.13	0.22	0.35
2B	Roe	90950	26%	131%	44	B	0			50	4	A	16	A	A	0.00%	1.14%	-120	60	0	220	-40			0	64	0	0	0	0	184	0.00	0.38	0.38
2B	Tail	89100	29%	32%	-1101	B	0	62	0	26	4	A	16	A	A	0.93%	3.83%	-120	-40	-40	160	-40	60	-30	-4	64	0	0	-80	-80	-150	0.00	0.00	0.00
3	Poupard	97300	123%	101%	-4	A	8	186	58	46	5	A	15	A	A	0.02%	1.70%	240	0	-20	240	80	60	60	0	60	0	0	0	0	720	0.53	0.83	1.35
3	Miglio	85750	82%	144%	346	S	2	60	34	50	5	A	15	A	A	1.14%	0.44%	-120	60	60	320	0	60	60	0	60	0	0	-100	0	400	0.28	0.69	0.97
3	Tardivent	86354	110%	102%	23	S	6	268	100	64	5	A	15	A	A	0.66%	0.76%	180	0	0	320	60	60	60	10	60	0	0	-60	0	690	0.29	0.93	1.22
3	Chantierault	86356	80%	99.6%	-8	A	2	228	22	22	5	A	15	A	A	0.26%	1.50%	-120	-20	-20	240	0	60	45	-5	60	0	0	0	0	240	0.20	0.40	0.60
3	Margenta	86351	79%	102%	44	A	4	260	8	42	5	A	15	A	A	0.02%	0.55%	-120	0	0	240	40	60	-15	0	60	0	0	0	0	265	0.15	0.43	0.58
3	Montggi	85700	68%	82%	-189	A	0	62	40	36	5	A	15	A	A	0.58%	0.51%	-120	-40	-20	240	-40	60	60	-5	60	0	0	-40	0	155	0.24	0.31	0.55
3	Textier	86350	85%	94%	-49	A	0	200	36	34	5	B	15	B	A	0.05%	0.28%	-120	-20	-20	240	-40	60	60	-5	30	-20	0	0	0	165	0.00	0.37	0.37
3	Lafay	86355	77%	81%	-68	A	0	30	4	54	5	A	15	A	A	0.02%	0.52%	-120	-40	-20	240	-40	-15	-30	0	60	0	0	0	0	35	0.00	0.24	0.24
3	Salenave	84850	71%	77%	-188	C	0	166	50	30	5	B	15	B	A	0.00%	2.18%	-120	-40	-20	0	-40	60	60	-5	30	-20	0	0	0	-95	0.16	0.00	0.16
4	Miller	96960	42%	99%	-18	A		104	30	60	10	A	10	A	A	0.00%	1.25%	-120	-20	-20	300		60	60	0	40	0	0	0	0	300	0.00	0.50	0.50
4	Herrmann	96900	43%	88%	-89	B		104	30	28	10	A	10	B	A	0.63%	1.25%	-120	-40	-20	200		60	60	-10	40	-20	0	0	0	150	0.14	0.33	0.47
4	Rossi	86353	75%	100%	3	B		104	30	36	10	A	10	B	B	0.00%	1.25%	-120	0	0	200		60	60	-10	40	-20	0	0	0	190	0.00	0.39	0.39
5	Baumeister	85800	3%	10%	-411	A	0			84	10	A	10	A	A	2.24%		-120	-40	-40	330	-40			30	40	0	0		0	160	0.54	0.26	0.80
5	Mirau	95450	13%	24%	-397	B	0			90	10	A	10	A	A	-5.61%		-120	-40	-40	220	-40			30	40	0	0	0	0	50	0.24	0.22	0.46
5	Muller	85550	41%	261%	76	C	0			100	10	A	10	A	A	7.44%		-120	80	0	0	-40			40	40	0	0	-120	-120	0	0.41	0.00	0.41

1-0 Achievement vs Budget (Original Currency)  
 2-0 Achievement vs Last Year (Original Currency)  
 3-0 Sales Increase from Last Year (Yen/Year)  
 4-1 Achievement of Major Objectives (Comp/FA)  
 4-2 Number of NPOR and VA (Year)  
 4-3a Number of Sample Request Issued (Comp/Year)  
 4-3b Number of Sample Request Approved (Comp/Year)  
 5-1 Number of Sales Reports  
 5-2 Quality of Sales Reports  
 6-1 MOPS/SIFS Due Date Keeping  
 6-2 MOPS/SIFS Quality  
 7-0 Write-off Inventory vs Sales (Comp)  
 8-0 Overdue A/R Ratio (Comp/FA)

Expend

## Multi-dimensional Matrix Management - Main Objective Summary

&lt;Appendix 2&gt;

Term	Function	Subject	Manager	MOPS_Ref_No
104-106	Account	Siemens	Saito	ACC-SIE-4

**BE AN EXCITING VALUE ADDER**

Slogan:

**Maximize SVA " Supplier Value Added"**

Goal:

**Achieve No.1 supplier status for 3 consecutive years !!**

- 1) Keep the current business and start something new business
- 2) Power up the engineering support on Siemens R&D
- 3) Strengthen global account management structure
- 4) Logistic improvement => Introduction of GSCM

\* Global Supply Chain Management \*

Reviewed Sales Target

Data Entry

LY	TY	NY	GR%	N+1Y
	2.468	5.396		
	2.269	2.121		
	199	3.275		
		1.253		
		-66		
		1.187	29%	
		1.398	34%	
	4.145	5.147		
		1.002	24%	
		5.543	34%	
	4.145			

Ttl Target in OS MOPS <Off>  
 Budgeted Target in OS MOPS <Off>  
 Non-Budgeted Target in OS MOPS <Off>  
 Potential Net Increase <Off> see LN  
 Potential Net Increase <Def> see LN  
 Ttl Net Increase (Mgms estimation)  
 Ttl Net Increase (OS estimation)  
 Total Budget (NY=T105)+10%up  
 Targeted Business Increase (min2 digits)  
 Estimated Sls Amt in NY (T105)  
 Actual Result

Unit: MYRm

Siemens	-	151	SAD	Budget Commitment	MUST	Target: TY	4.145	NY	4.679	N+1Y	DueDate
1) Forecast / Booking control 2) Sales achievement progress check											104 / 4Q
Monthly Progress:						Performance:			Weight	Self	GM Final
Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar											
A A A A A A											

Siemens		-	152	MOPS		MOPS Target Commitment					MUST	Target: TY		NY	5.336	N+1Y	DueDate			
1) Defensive : Chip cap., MLG 2) Offensive : VCO, Magnet, Laser trim cap., Canbus filter												Chip cap.: 50% share, MLG 80% VCO : 30->50%, Magnet : 65->70%, Laser 0->70% Canbus : up to 70%					104 / 4Q			
Monthly Progress:			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Performance:			Weight	Self	GM Final
			A	A	A	A	A	A												

Siemens													-	153			MAR			Information Update												MUST			Target: TY			NY			N+1Y			DueDate		
European and Global information update																											Quarterly Update												104 / 4Q							
Monthly Progress:													Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar														Performance:			Weight			Self			GM			Final							

Siemens		-	154	MOPS: MOPS Target Commitment										Target: TY	4.145	NY	5.147	N+1Y		DueDate				
Design-in: Large cap (DECT/ECU/Nav), Cap array (Mobile P.), Hi-cap C0G (Mobile P/DECT), SLF (M.P/DECT/ECU/Nav), Block filter (DECT), Hi-cap. (All)														See tactics.					105 / 4Q					
Monthly Progress:														Performance:					Weight		Self		GM Final	
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar											
		A	A	A	A	A	A																	

Siemens													-	155			MOPS					MOPS Target Commitment					Target: TY		NY		N+1Y		DueDate											
New promotion : SAW filter (Mobile P.), ASM (Mobile P.), Transponder coil (Imobi.), Ignition Trans (Osram), EMI filters, Ferrite core																							See tactics						105 / 1Q															
Monthly Progress:													Apr		May		Jun		Jul		Aug		Sep		Oct		Nov		Dec		Jan		Feb		Mar		Performance:		Weight		Self		GM Final	
													A		A		A		R		R		R																					

Siemens													-	156			MAR		New Market Cultivation										Target: TY			NY		N+1Y		DueDate	
Investigation : 1) Product : EL display, LTCC, 0201 cap., Contactless charger, Resonator																									Watch requirement										104 / 4Q		
2) Set : FA machine, Exchanger, Base station																									Make sure the potential business												
Monthly Progress:													Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar												Performance:			Weight		Self		GM Final					
A A A A A A B B																																					

Siemens													-	157		BUA		Business Administration										Target: TY		NY		N+1Y		DueDate																						
Global account management : 1) Utilize G-MOPS																									Achieve 80% A progress				104 / 4Q																											
2) Follow up Goal Agreement with Siemens																									Achieve 80% of goals																															
Monthly Progress:																									Apr		May		Jun		Jul		Aug		Sep		Oct		Nov		Dec		Jan		Feb		Mar		Performance:		Weight		Self		GM Final	
																									R		R		R		R		R		R																					

Siemens	-	158	BUA	Business Administration	Target: TY	NY	N+1Y	DueDate			
Complete GSCM * Global Supply Chian Management * - Planning & Forecast, Delivery concept, EDI, Early development Participation, LSA					Impelentation to Siemens ICP w/w Introduction to Siemens other business group			104 / 4Q 105 / 4Q			
Monthly Progress:					Performance:			Weight	Self	GM Final	
Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
A	A	A	A	A	A						

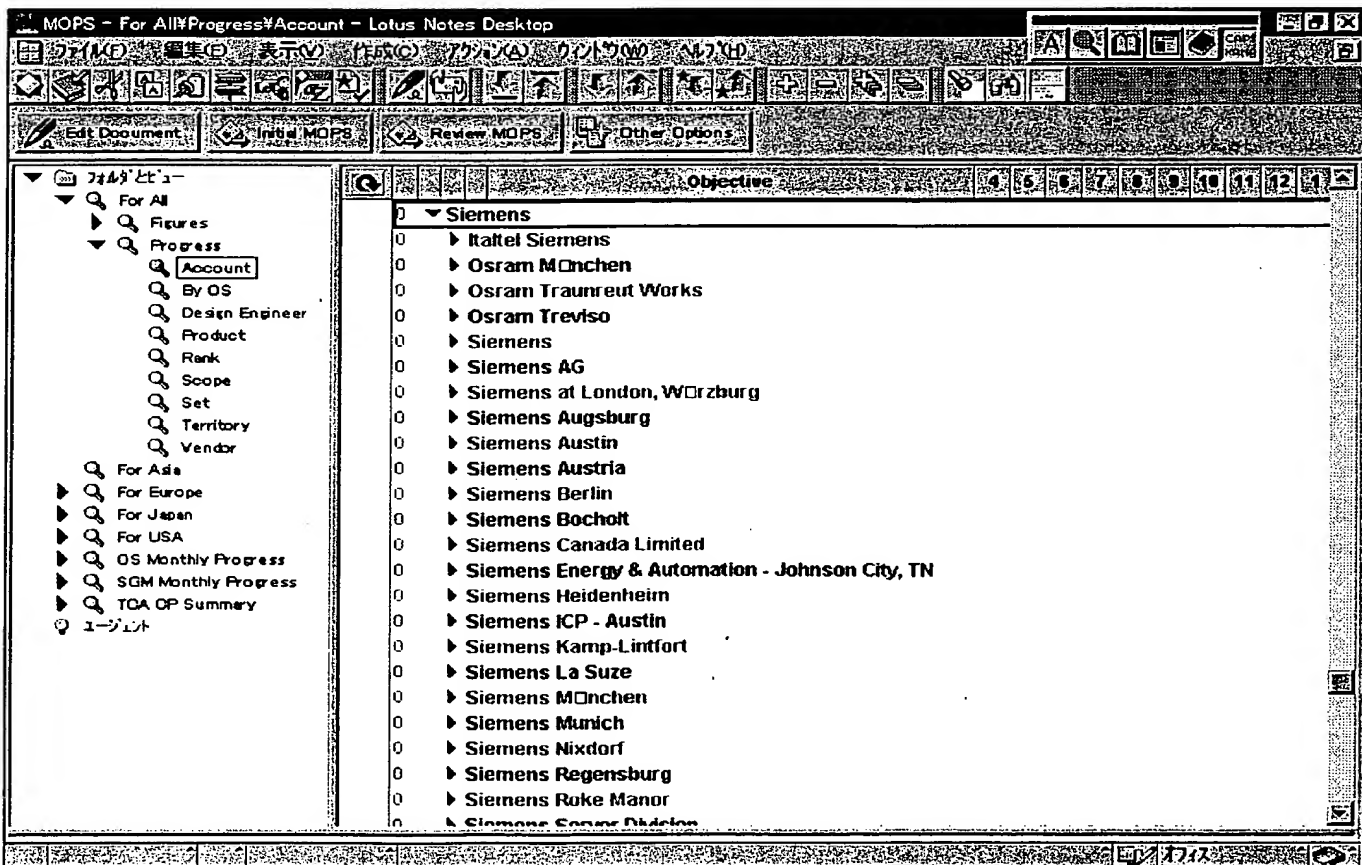
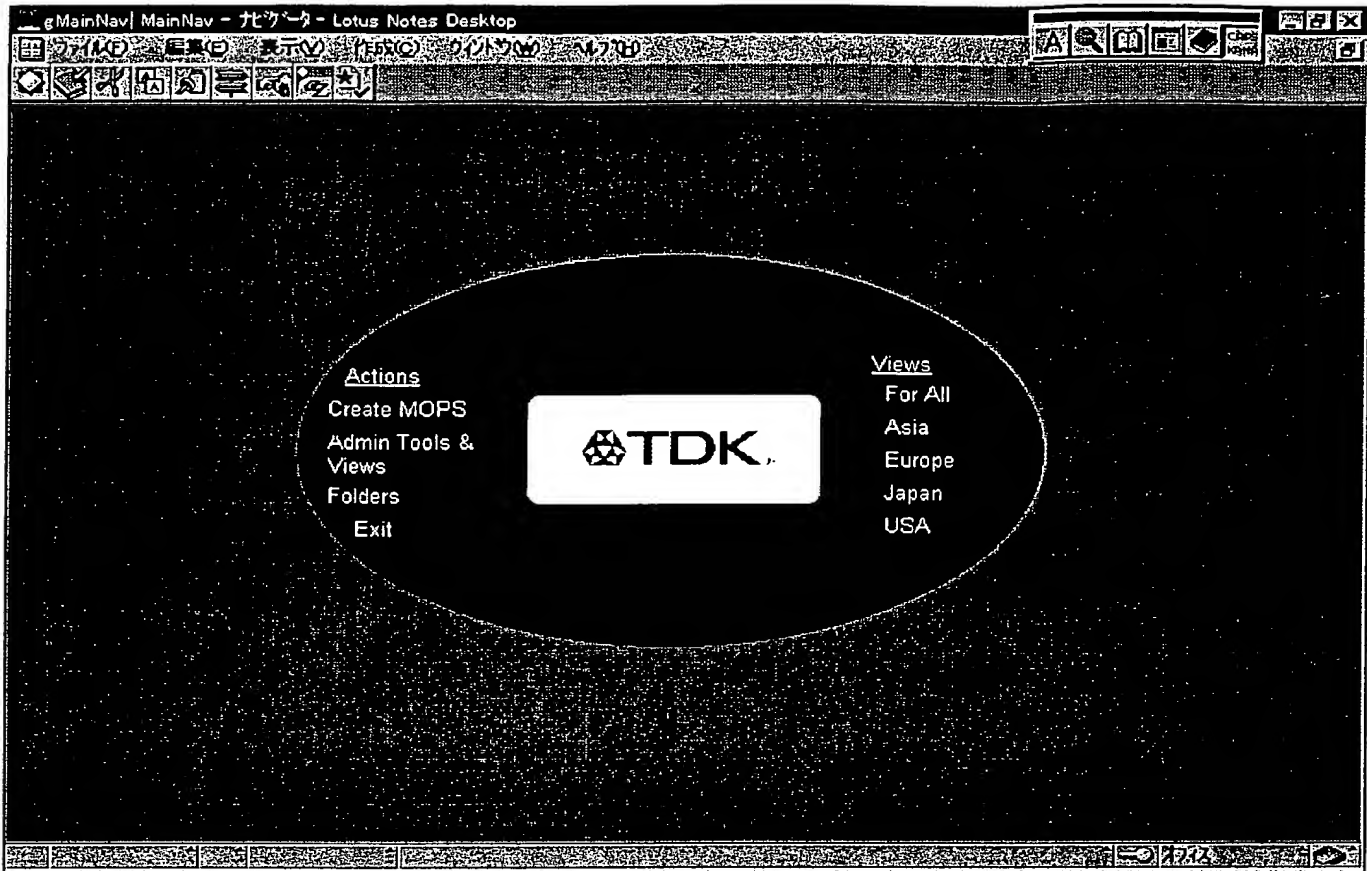
Siemens	-	159	BUA	Business Administration	Target: TY	NY	N+1Y	DueDate			
Strengthen IT work : Update of Organization, Key man, Function maps					Update the info. in the public folder			104 / 4Q			
Monthly Progress:					Performance:			Weight	Self	GM Final	
Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
A	A	A	A	A	A						

Siemens	-	160					Target: TY		NY		N+1Y		DueDate																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
Monthly Progress:		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											</

text  
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<Appendix 3>


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Tracking For TDKTerm: 104 - Lotus Notes Desktop

## Global Major Objective Progress System



Scope	Rank	O/D	Term	OS	No.	Reference Number	FileMaker Reference Number
R	A	O	104	HELL	014	R-A04HELL-014	A04R-HELL-286

⊙ Required

TDK - Term: 104

- ▶ TDK Information Table
- ▶ Plan Table
- ▶ Figures Table

3044の未読文書が1つあります

Tracking For TDKTer Microsoft Excel Imaged

Tracking For TDKTerm: 104 - Lotus Notes Desktop

### TDK Information Table

**Outside Sales (OS):** Ralf Hellmann

**Sales Group Data**

<b>Company:</b> TCE	<b>Office:</b> DUS
<b>Sales Group:</b> 1A	<b>Sales Group Manager:</b> Noboru Saito

**Account Data**

☐ - Select If Customer Is a Major Customer

<b>⊙ Customer:</b> Siemens Munich	<b>Customer Group:</b> Siemens
<b>Territorial Account Mgr(s):</b> Saito	<b>Global Account Mgr:</b> Noboru Saito

**Product Data**

<b>⊙ Product Name:</b> PCB VCO	<b>Product Group:</b> RF Components-C
<b>Division:</b> T	<b>Business Unit:</b> B3
<b>Product Mgr(s):</b> Makoto Kiuchi	<b>Product Item No:</b>
<b>Territorial Product Mgr(s):</b> T. Sato	

**Set Data**

<b>⊙ Set Name:</b> Mobile Phone	<b>Set Leader(s):</b>
<b>Field:</b>	<b>Territorial Set Leader(s):</b> Cunningham

**Other Persons**

<b>PIC US:</b>	<b>Design Engineer:</b>
<b>PIC JPN:</b> Seike	<b>PIC EU:</b>
<b>Vendor:</b>	<b>PIC ASIA:</b>

3044の未読文書が1つあります

Tracking For TDKTer Microsoft Excel Imaged

Tracking For TDKTerm: 104 - Lotus Notes Desktop

PCB VCO  
 By Dec99, From Jan00, Design-In of TX-VCO  
 Y32 or Y39 into dualband phone P45-J

Get approval & start business

Plan Table

Month	Original Plan	Reviewed Plan	OS PRG	SGM PRG	GAM PRG	OS Comment
04 '99	Customer Visit		A			<p>Samples will be submitted in wk 18 (KL samples with correct sw-logic). Customer visit end of may. J</p> <p>Visit on 10.06.99. D Samples will be submitted around mid if June. However, electrical performance is not expected to be within spec. D Details have to be followed up after submission. J</p>
05 '99	Submit 1. samples					
06 '99						
07 '99	Submit 2. samples		B	B		<p>Samples will be submitted after approving TX-VCO for KL-design. Danger to miss timing !!!! J</p>
08 '99			B	B		<p>First samples planned for end of september. This target date has to be fulfilled absolutely. Otherwise it will be difficult to maintain our</p>

ホームの文字領域は保護されています

Tracking For TDKTerm



Figures Table

&lt;Appendix 8&gt;

Unit	Initial Set-up			Review		Final	
	Prev Term 103	Current Term 104 Calculate	Next Term 105	Current Term 104 Copy Initial	Next Term 105 Calculate	Current Term 104	Next Term 105
Demand kpcs/yr	0	0	2,000	0	8,500		
Share %		0	50	0	40		
Quantity kpcs/yr	0	0	1,000	0	3,400		
Price YEN	0.00000	110.00000	110.00000	100.00000	100.00000		
Amount kYEN	0.00	0.00	110,000.00	0.00	340,000.00		
milVyr	0.00	0.00	110.00	0.00	340.00		
<b>Budget Info.:</b>							
In own sales group (Regional)	kYEN 0.00 milVyr 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00		
In other sales group (Territorial)	kYEN 0.00 milVyr 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00		
In other areas (Global)	kYEN 0.00 milVyr 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00		
Total	kYEN 0.00 milVyr 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00		
Increase: Amt 105 - Bgt 104	kYEN milVyr		110,000.00 110.00		340,000.00 340.00		
Confidence level to meet increase in 105	%		30.00		30.00		
Net increase (vs. 104 budget)	kYEN milVyr		33,000.00 33.00		102,000.00 102.00		
Estimated amount in 105th	kYEN milVyr		33,000.00 33.00		102,000.00 102.00		
out of area Remaining in TCE	% kYEN milVyr		0.00 33,000.00 33.00		0.00 102,000.00 102.00		
In TCE but not in own sales group Remaining In Sales Group	% kYEN milVyr		0.00 33,000.00 33.00		0.00 102,000.00 102.00		

Related Budget Record #	
104	105

Please explain in detail in the narrative

Global Major O

Scope Rank O/D  
R A O

⊙ Required

TDK - Term: 104

▼ TDK Information Table

Outside Sales (OS): Ralf Hellmann

Sales Group Data

Company: TCE Office: DUS

Sales Group: 1A Sales Group Manager: Noboru Saito

Account Data

☐ - Select If Customer Is a Major Customer

⊙ Customer: Siemens Munich Customer Group: Siemens

Territorial Account: Saito Global Account: Noboru Saito

フォームの文字領域は保護されています

Tracking For TDKTer Microsoft Excel Imadec

Project Comment

Date/Time: 99/10/13 18:51:48

Category:

Subject:

Comments:

We can not do the same delays 3 times.  
Pls. do not miss the timing.  
This is the definite dead line for nesxt design.  
Pls. keep the due date. Pls..

☐ - Select If Customer Is a Major Customer

⊙ Customer: Siemens Munich Customer Group: Siemens

Territorial Account: Saito Global Account: Noboru Saito

フォームの文字領域は保護されています

3041 の未読文書が残っています

Tracking For TDKTer Microsoft Excel Imadec



Global Major

Scope Rank O/D  
R A O

© Required

TDK - Term: 104

Select Action

Select an Action to

Print MOPS  
Set Plan  
Plan Review  
Plan Prg  
Project Comment  
Create Engineer Plan  
Need Help  
Help Counter

OK  
キャンセル

TDK

Maker Reference Number  
A04R-HELL-286

► TDK Information Table

▼ Plan Table

PCB VCO  
By Dec99. From Jan00. Design-In of TX-VCO  
Y32 or Y39 into dualband phone P45.

Get approval & start business.

Month	Original Plan	Reviewed Plan	OS PRG	SGM PRG	GAM PRG	OS Comment
04 '99	Customer Visit		A			Samples will be submitted in wk 18

フォームの文字領域は保護されています

スタート Tracking For TDKTer... Microsoft Excel - Imadeo...

Need Help - Lotus Notes Desktop

Send Mail

Need Help Action Item

Project Tracking -

To: Tetsuo Sato/D\_DUS/TKD\_EU\_Parts

Date: 99/10/13 18:54:08

Subject: Siemens Munich

Description:  
Please check when we can supply the first samples.

Created By: Yasuaki Fukuoka/D\_DUS/TKD\_EU\_Parts

スタート Need Help - Lotus N... Microsoft Excel - Imadeo...

MOPS - For All Progress Account - Lotus Notes Desktop

File Edit View Window Help

Tools

Objectives

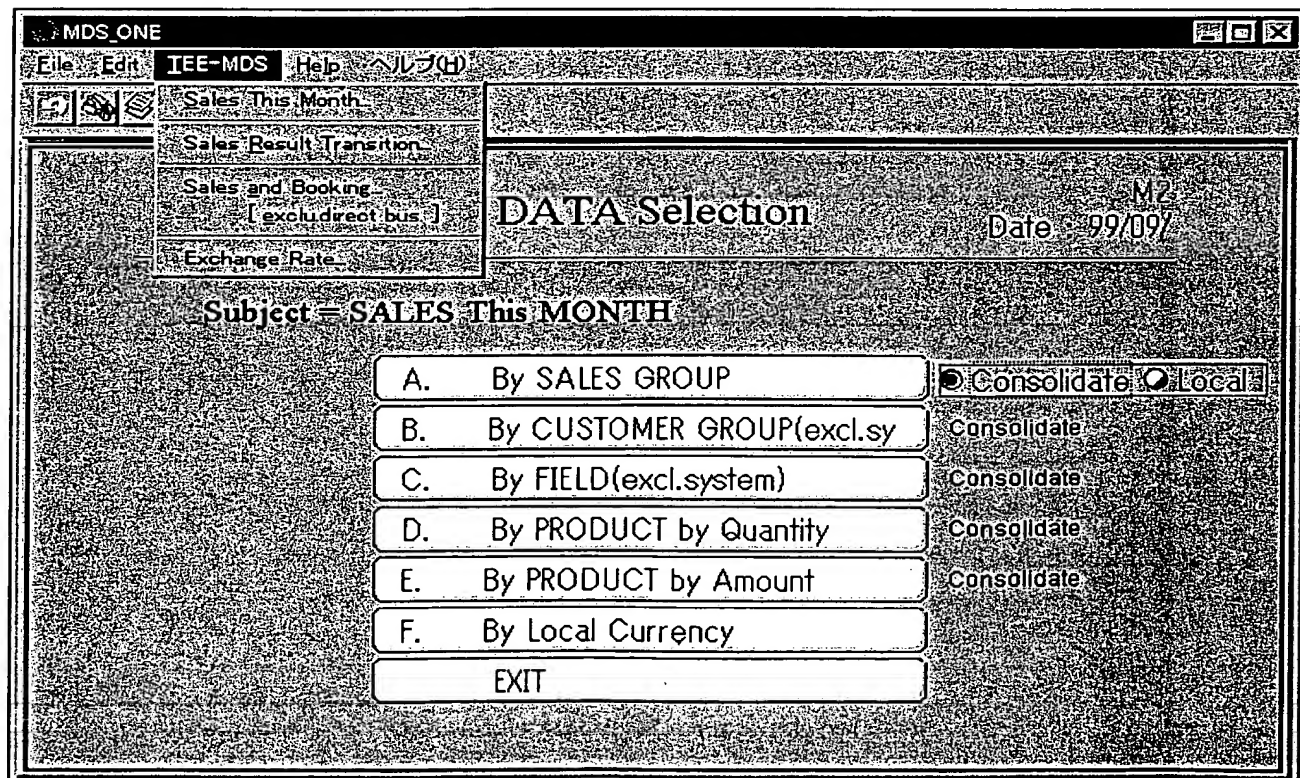
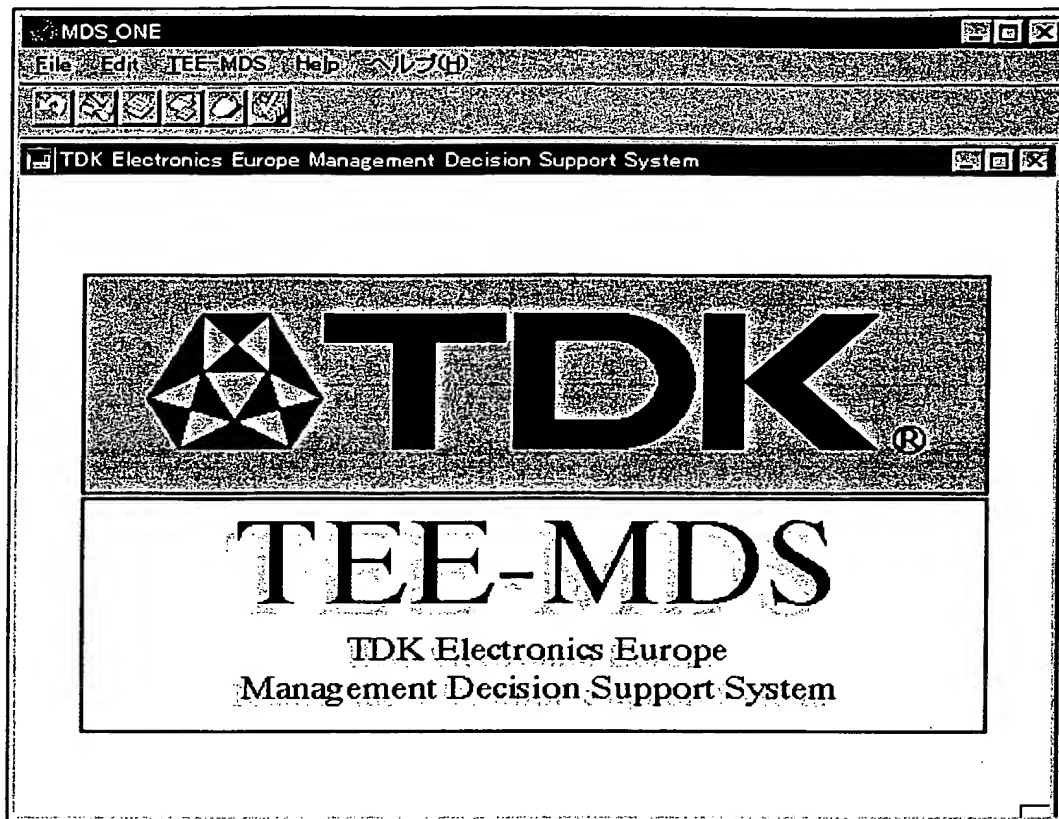
Progress

Other

2879の未読文書があります

1999年9月13日

Objectives	Progress	Other
▼ Siemens Heidenheim	0	
▼ R-B04HOHE-013	0	
>>> L-Div. Ferrite Core (EE/IEP/PM etc.) - Get approval	A	A B B A
> Need Help RE: Siemens Heidenheim		
> Comments - From: Noboru Saito -		
> Comments - From: Noboru Saito -		
▼ Siemens ICP - Austin	0	
▼ G-CO4HELL-023	0	
>>> Others - Customer cultivation	A	A A A A
▼ Siemens Kamp-Lintfort	0	
▼ G-AO4HELL-001	0	
>>> HiCap - Get approval & start business	A	A A A A
▼ G-AO4HELL-009	0	
>>> HiM - Balun - Get approval & start business	A	A A A D
▼ G-AO4HELL-011	0	
>>> PCB VCO - Get approval & start business	A	A A A B
▼ G-AO4HELL-012	0	
>>> PCB VCO - Get approval & start business	A	A B A B
▼ G-B04HELL-000	0	
>>> Cap Array - Get approval & start business	A	A A A A
▼ G-B04HELL-016	0	
>>> Dualband RF SAW - Get approval & start business	A	C C
> Comments - From: Noboru Saito -		
▼ R-AO4HELL-006	0	





&lt;Appendix 13A&gt;

MDS\_ONE

File Edit JEE-MDS Help ヘルプ(H)

104 term Sales Result Transition / By Cust. Group

Cust. Grp Type: E10

M 2-B 3  
Date: 99/09/  
Unit: 1,000yen

ALL Non

Last month 08.1999

CustGrp	Code	Budget	Forest	Sales	usBud%	usFore%	usLY%
ALCATEL	034	71,768	81,169	79,241	110	98	103
PHILIPS	036	256,713	235,606	280,799	109	119	65
IBM	040	58,887	26,301	44,650	76	170	102
MOTOROLA	045	191,701	282,729	331,654	173	117	116
BOSCH	059	77,409	55,296	71,006	92	128	106
THOMSON	078	13,751	25,789	30,412	221	118	85
NOKIA	084	96,600	97,026	96,258	100	99	118
SIEMENS	121	340,423	440,224	469,506	138	107	138
G.Total		1,107,252	1,244,140	1,403,526	127	113	103

SEARCH NEXT BACK PRINT COPY MONT FIELD MONT END

&lt;Appendix 13B&gt;

MDS\_ONE

File Edit JEE-MDS Help ヘルプ(H)

104 term Sales Result Transition / By Cust. Group

Cust. Grp: SIEMENS

M 2-B 4  
Date: 99/09/  
Unit: 1,000yen

ALL Non

Last month 08.1999

Customer	Code	Budget	Forest	Sales	usBud%	usFore%	usLY%
SIEMENS KAMP LTFT	520111501	66,033	113,672	144,886	219	127	999
SIEMENS KAMP LTFT	520101541	0	83,794	96,854	999	116	999
SIEMENS KAMP LTFT	520101521	0	54,085	55,223	999	102	84
SIEMENS WUERZBURG	840900011	54,952	56,779	49,969	91	88	103
SIEMENS BOCHOLT	837301001	24,358	17,662	25,050	103	142	48
SIEMENS REGENSBURG	473310011	0	25,463	24,040	999	94	999
SIEMENS LA SUZE	336200217	0	0	18,872	999	999	999
SIEMENS DEUTSCHLA	677710031	0	18,621	13,167	999	71	999
BETRONIK BRUCHSAL	672511031	0	15,446	7,343	999	48	999
SIEMENS REGENSBURG	473300011	28,826	13,475	4,850	17	36	999
G.Total		340,423	440,224	469,506	138	107	138

SEARCH NEXT BACK PRINT COPY MONT FIELD MONT END

<Appendix 14A>

MDS\_ONE

File Edit TEE MDS Help ヘルプ(H)

104 term Sales Result Transition / By Cust. Group

Customer: ALL Date: 99/09/ Unit: 1,000yen

ALL Sort Last month 08.1999

Div	Budget	Forest	Sales	usBud%	usFore%	usLY%
2	0	0	0	0	0	0
A	2,084	1,138	4,743	228	417	110
B	1,503	1,979	2,261	150	114	178
C	27,807	9,710	8,081	29	83	24
E	3,514	9,166	11,753	334	128	2825
F	0	0	0	0	0	0
I	128,831	212,252	226,831	176	107	133
L	2,147	0	31	1	0	0
M	75,794	73,637	70,105	92	95	109
T	45,386	45,098	14,601	32	32	37
G.Total	340,423	440,224	469,506	138	107	138

SEARCH NEXT BACK PRINT COPY MONT FIELD MONT END

Explai

<Appendix 14B>

MDS\_ONE

File Edit TEE MDS Help ヘルプ(H)

104 term Sales Result Transition / By Cust. Group

Division: ALL Date: 99/09/ Unit: 1,000yen

Sort Last month 08.1999

Div	Item Grp	Code	Customer	Budget	Forest	Sales	usBud%	usFore%	usLY%
U	MLG 1608	224	SIEMENS KAMP LTFT	0	83,794	96,854	999	116	999
I	C3216 HIGH CAP	302	SIEMENS KAMP LTFT	37,369	48,061	73,580	197	153	999
M	WJET	WJET	SIEMENS WUERZBURG	54,952	56,779	49,969	91	88	103
I	C1005 TYPE	001	SIEMENS KAMP LTFT	24,369	36,953	47,726	196	129	999
U	MLG 1608	224	SIEMENS KAMP LTFT	0	0	28,464	999	999	109
I	C2012 TYPE	003	SIEMENS REGENSBURG	0	18,802	19,476	999	104	999
M	WJET	WJET	SIEMENS LA SUZE	0	0	18,872	999	999	999
I	C1608 TYPE	002	SIEMENS BOCHOLT	16,235	11,939	15,423	95	129	30
T	WCO PCB TYPE	FB5	SIEMENS KAMP LTFT	0	44,409	14,213	999	32	36
I	C2012 TYPE	003	SIEMENS DEUSCHLA	0	18,621	13,167	999	71	999
			G.Total	340,423	440,224	469,506	138	107	138

SEARCH BACK PRINT COPY MONT FIELD MONT END

Explai

<Appendix 15A>

MDS ONE

File Edit TEE-MDS Help ヘルプ(H)

Sales and Booking / By Cust. Group

Cust. Grp Type: E10

M-B-B-3  
Date: 99/09/  
Unit: 1,000yen

All Sort		08.1999 (last month)				Last Year		
Cust.Grp	Code	Budget	Sales	Booking	BB	Sales	Booking	BB
ALCATEL	034	63,653	70,085	56,036	1.4	68,219	77,345	1.1
PHILIPS	036	241,913	263,300	344,863	1.2	409,409	487,807	1.2
IBM	040	58,887	44,650	117,327	1.1	38,918	52,194	1.1
MOTOROLA	045	191,701	331,654	259,094	1.2	286,752	246,301	1.0
BOSCH	059	77,409	69,303	50,928	1.3	52,911	30,776	1.2
THOMSON	078	13,751	30,412	37,175	1.2	35,652	22,490	0.9
NOKIA	084	70,958	66,300	35,834	1.0	62,441	30,919	1.4
SIEMENS	121	340,423	469,506	962,337	1.3	340,919	595,362	1.2
G.Total		1,058,695	1,345,210	1,863,594	1.2	1,295,221	1,543,194	1.2

SEARCH NEXT BACK PRINT COPY MONT FIELD MONT END

<Appendix 15B>

MDS ONE

File TEE-MDS Help ヘルプ(H)

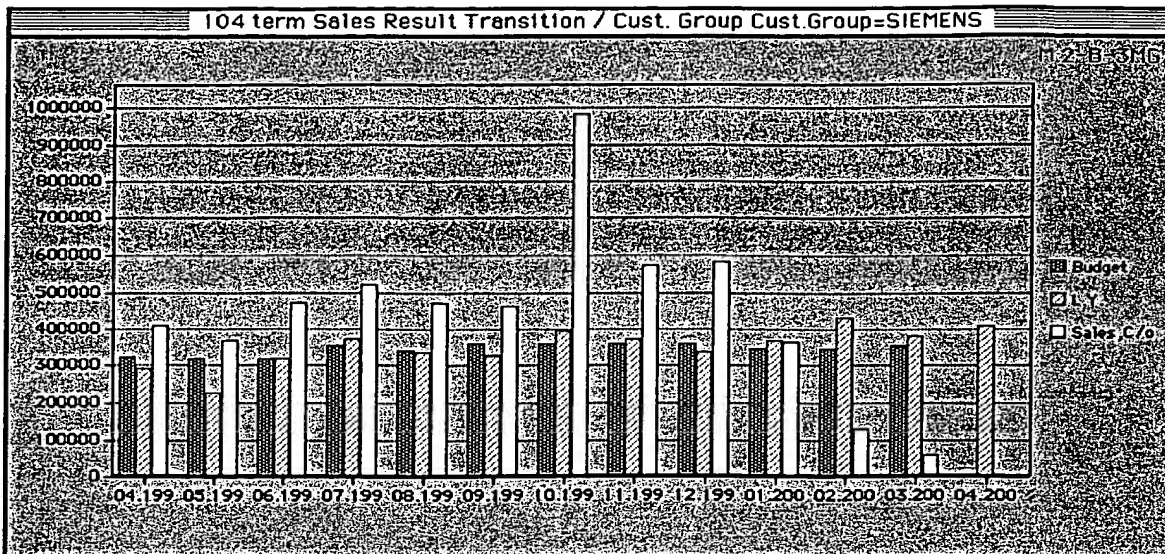
Sales and Booking / Cust. Group

Cust. Group: SIEMENS

M-B-B-3M  
Date: 99/09/  
Unit: 1,000yen

MM.YY	This Year				Last Year		
	Budget	Sales, C/O	Booking	BB	Sales	Booking	BB
04.1999	322,706	408,227	390,108	1.5	291,551	296,489	0.9
05.1999	321,795	367,771	624,198	1.6	229,272	234,343	0.9
06.1999	318,015	471,088	469,059	1.0	320,999	246,410	0.9
07.1999	356,755	519,227	512,809	1.5	374,170	395,671	0.9
08.1999	340,423	469,506	962,337	1.3	340,919	595,362	1.1
09.1999	359,094	764,022	67,233	1.3	328,476	210,934	1.1
10.1999	358,149	544,600	0	0.0	397,968	395,596	1.1
11.1999	358,149	478,823	0	0.0	371,818	587,189	1.0
12.1999	358,064	302,935	0	0.0	340,177	562,919	1.3
01.1	348,310	64,236	0	0.0	370,041	232,898	1.2

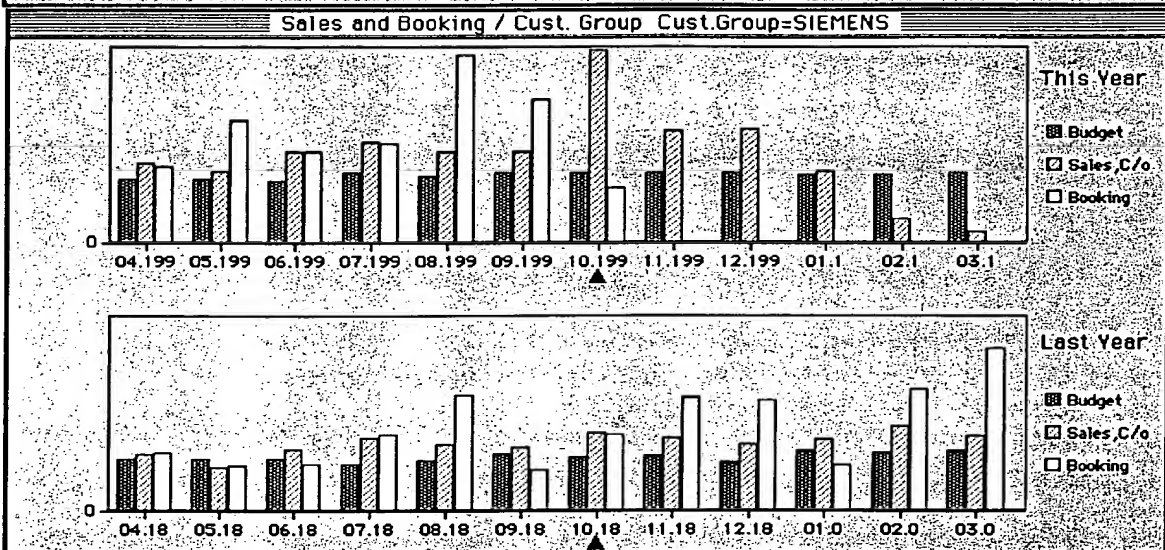
BACK PRINT COPY GRAPH



<Appendix 16A>



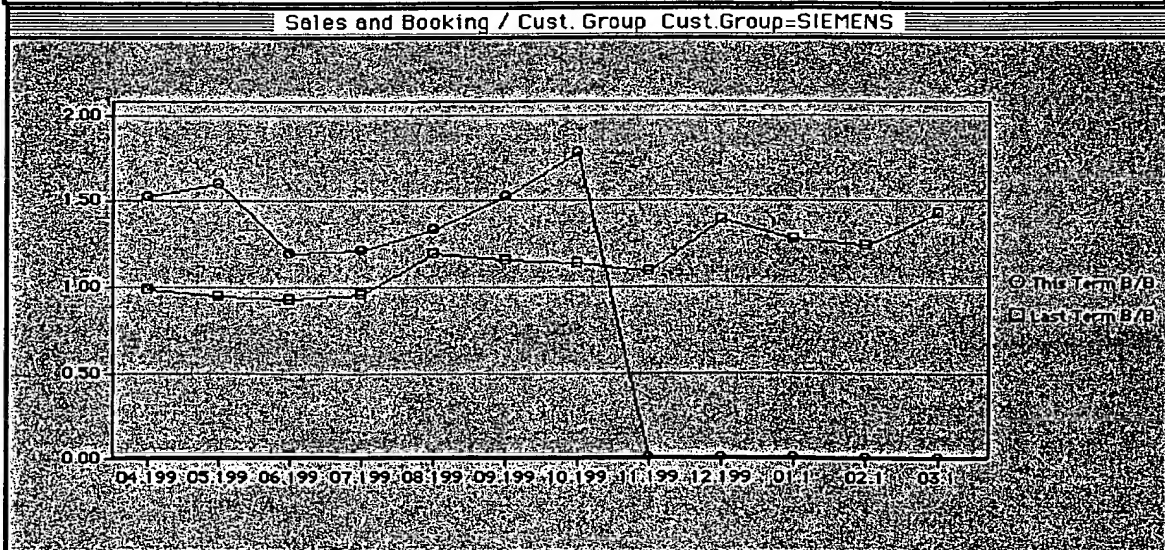
PICTURE1.JPG



<Appendix 16B>



PICTURE2.JPG



<Appendix 16C>



PICTURE3.JPG



REFERENCE No.8785609401

☐ Approval sample      ☒ Evaluation sample      ☐ Spot order  
☐ Request for quotation      ☐ Request for SPEC

## REQUEST SHEET

AREA x71

Company TEE

Office

VENDOR JAPAN

CODE :JAPAN

V-JAPAN OS NameHitoshi Seike

SALESMAN :	HELLMANN	87856	EXT :	110
DEPARTMENT :	60100			
CUSTOMER	SIEMENS KAMP LTFT 520111501, 520101521, 520101541, 520101501, 520101511, 837300101			
AREA (TIKU) :	X71	FIELD :	S	
DEPARTMENT/NAME:				
DISTRIBUTOR :	END USER : (Distribution Customer)			

SHIP BY	AIR	FRONT MARK	
DIVISION	I	CODE	B3G
ITEM GROUP	HIGH FREQUENCY BPF/LPF.VCO	GROUP OF	B
CODE	B3 High Frequency Devices Div.	DIV.	
TDK ITEM	RX-VCO Y36 FOR P35	SERVER	
ORDER NO		QUANTITY	700
P#		REQ.DATE	99/06/25
SAMPLE PRICE	NO CHARGE	PRICE	
CURRENCY	YEN		
PRODUCTION ORDER		TOTAL LOTS	
START		OTHERS	
AVERAGE		APPLICATIONS	H60
SET	CELLULAR PHONE		
FUNCTION CIRCUIT			

OFFICIAL CUST. NAME

QUOTATION(Y/N) NO ENCLOSED NO DWG NO.

SPECIFICATIONS

Comments and Enclosures

Suspend

REASON

(SUSPEND) (STOP)

Export Control

COMMENT

(SUSPEND)

Received by

(RECEPTION) 99/06/08Yoshinori 03 Sasaki/TDK-JP

OFFICIAL TDK ITEM RX-VCO Y36 FOR P35 CODE 9FB00020 RANK

Approval

(APPROVAL) 99/08/19 Shinya Nakai/TDK-JP

CONDITION

Origin Country

Order

(ORDER) 99/08/20 ikuko takahashi/TDK-JP FT9080015N JPN ORDER NO.

Reply

(REPLY)

PLANNED DATE 1. 2. 3.

QUANTITY

COMMENT

Shipment

(SHIP) INPUT

Explanation

CUS	ST	REF NO.	ISS DATE	DIV	TDK ITEM	REQ DATE	SHIP DAT	QTY	FIRST EVAL	FINAL RES	POA ISSUE	
		<b>&gt; SIEMENS KAMP LTFT</b>										
*	*	1	87856060	01	93/04/26	I	CKCA43CG1H270K	99/04/30			99/05/07	
*	*	3	87856093	01	93/06/02	T	Spec for balun HHM-101	99/07/16			99/06/08 99/07/02 99/07/02	
		3	87856094	01	93/06/02	T	RX-VCO Y36 FOR P35	99/06/25	700	99/06/08	99/08/19 99/08/20	
		2	87856098	01	93/06/07	L	CU452B1F-1950-1T	99/06/28	100	99/06/09	99/06/10	
*	*	5	87856104	01	93/06/16	I	C1608X5R0J474KT	99/06/17	4000			
*	*	5	87856107	01	93/06/21	I	C1005C0G1E0060DT	99/06/22	99/06/21	10000		
*	*	5	87856108	01	93/06/21	I	C1005C0G1H8R2DT	99/06/22	99/06/21	100		
*	*	5	87856109	01	93/06/21	I	C1005C0G1H080DT	99/07/20	99/06/29	10000	99/06/22 99/06/22	
*	*	5	87856110	01	93/06/21	I	C1005C0G1H080D	99/06/30	99/06/24	500	99/06/22 99/06/23	
*	*	5	87856114	01	93/06/24	C	NL322522T-3R3J	99/06/25	99/06/24	150		
*	*	5	87856115	01	93/06/24	C	NL322522-3R3J	99/06/30	99/06/22	4000		
*	*	5	87856116	01	93/06/24	T	ASM-2001	99/07/23	99/08/20	10	99/06/28 99/07/27	
*	*	5	87856116	02	93/06/24	T	ASM-2001	99/07/30	99/08/21	500	99/06/28 99/08/20	
*	*	4	87856127	01	93/07/08	U	MLF1608DR18MT	99/07/20	12000	99/07/09	99/07/12	
*	*	0	87856128	01	93/07/08	I	C1608C0G1H820JT00S	99/07/28	10000			
*	*	5	87856129	01	93/07/08	I	SAMPLE KIT E24, E12-S	99/07/22	99/07/15	250	99/07/12 99/07/12	
*	*	0	87856130	01	93/07/16	I	C1005Y5V1C104ZT	99/07/19	50000			
*	*	5	87856132	01	93/07/23	I	C1608X5R1A224MT	99/08/10	99/07/27	8000	99/07/26 99/07/27	
*	*	5	87856135	01	93/08/18	T	QVC-2152	99/08/28	99/08/19	7	99/08/20 99/08/23	
*	*	5	87856136	01	93/08/18	T	BALUN HHM-1011	99/08/30	99/08/22		99/08/26 99/08/27	
*	*	5	87856138	01	93/08/23	C	NL322522T-1R5J	99/08/24	99/08/24	100		
*	*	5	87856141	02	93/08/26	C	NL322522T-1R5J-3	99/09/16	99/09/01	4000	99/08/27 99/08/30 99/08/31	

# Management Target for Business Administration (MTBA) TERM 104

Acc to Aug/ 99

<Append 19A >

Group #OS (#IS) PIC Unit		Group 1A								GRP 1B		GRP 2A		GRP 2B		Group 2C	
		DD 5.0(5.0)		Stg 4.0(2.0)		Vie 2.0(1.0)		Total 11.0(8.0)		Stk 4.0(3.0)		EDN 3.3(4.0)		LDN 4.5(5.0)		Power 1.2(0.5)	
		Schulewski		Koch		Hennessy		Saito		Trockel		Morrow		Harper		Mushlake	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
<b>FINANCIAL ACHIEVEMENT</b>																	
Gross Profit	'000DM	563	800	363	400	135	158	1,060	1,358	280	367	411	416	514	418	128	102
Gross Profit %	% of Sales	8.0%	9.2%	8.0%	9.6%	8.0%	6.5%	8.0%	8.9%	7.6%	11.5%	9.0%	12.1%	9.5%	9.4%	14.8%	19.4%
Freight	'000DM	30.5	33.2	22.7	21.3	7.7	11.9	60.9	66.4	15.0	9.1	20.8	20.1	40.0	31.5	6.9	0.7
Special Freight	'000DM	0.0	41.5	0.0	13.8	0.0	16.1	0.0	71.3	0.0	2.9	0.0	1.4	0.0	2.1	0.0	0.0
Motor & Travel	'000DM	26.0	39.5	17.5	11.3	6.2	6.7	49.7	57.5	26.0	26.6	28.2	21.2	31.9	22.0	5.6	5.7
Telephone	'000DM	5.2	4.3	3.9	2.6	2.8	2.6	11.9	9.4	3.2	3.6	4.3	3.8	8.3	9.6	1.1	0.7
Other SGA	'000DM	414.5	390.4	292.4	287.5	136.8	119.9	817.8	797.8	224.1	236.9	327.1	319.2	365.4	380.1	60.9	55.6
Total SGA	'000DM	476.3	508.86	336.5	336.5	153.4	157.1	940.3	1002.5	268.3	279.0	380.3	365.7	445.7	445.2	74.5	62.7
SGA %	% of Sales	6.8%	5.9%	7.4%	8.2%	7.6%	6.5%	7.1%	6.6%	7.3%	8.8%	9.3%	10.7%	12.2%	11.1%	8.6%	11.9%
Write Off Inventory	Acc % of Sales	0.2%	0.11%	0.2%	0.00%	0.2%	0.00%	0.2%	0.06%	0.2%	0.00%	0.2%	0.01%	0.2%	0.05%	0.2%	0.00%
Write Back Inventory	Acc % of Sales	0.0%	0.05%	0.0%	0.00%	0.0%	0.00%	0.0%	0.03%	0.0%	0.00%	0.0%	0.00%	0.0%	0.00%	0.0%	0.00%
VE Sales-Monthly	Dem (million)		5.6		4.0		2.5	12.7	11.9	3.7	2.4	4.3	2.8	4.8	4.7	0.5	0.3
B/E %	% of Sales		64%		96%		102%	96%	78%	99%	76%	95%	81%	89%	105%	58%	61%
<b>ASSET MANAGEMENT</b>																	
# mon. of Inventory	# Month	0.5	0.2	0.6	0.7	0.5	0.9	0.5	0.4	0.7	0.3	0.5	1.3	0.8	0.7	0.8	0.3
Non-Move over 6 mon.	% of Inventory	0.0%	0.0%	0.0%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	5.1%	0.0%	7.5%	0.0%	0.0%
Non-Move over 6 mon.	Mio. Yen		12.9		4.7		37.5		55.1		0.2		13.4		15.2		4.2
Over 3 mths-No C/O	% of Inventory	0.0%	0.0%	0.0%	2.1%	0.0%	2.8%	0.0%	3.9%	0.0%	3.0%	0.0%	1.3%	0.0%	0.0%	0.0%	0.0%
No. of Mths A/R	# Month	1.5	1.8	1.3	1.9	1.0	1.2	1.5	1.7	2.0	2.4	1.7	2.2	1.7	2.5	1.7	2.1
A/R Overdue	% of A/R	1.0%	0.4%	1.0%	1.2%	1.0%	1.7%	1.0%	0.8%	1.0%	0.4%	1.0%	1.3%	1.0%	1.0%	1.0%	1.3%
- 3MTHS	% of A/R	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.6%	0.0%	0.0%
F/O Policy	Quarterly																
No. of Special Shipments																	
<b>SALES ACHIEVEMENT</b>																	
Consolidated Sales	% of Budget	100%	101%	100%	97%	100%	98%	100%	103%	100%	100%	100%	100%	100%	100%	100%	104%
Local Sales	% of Budget	100%	101%	100%	97%	100%	99%	100%	103%	100%	102%	100%	100%	100%	100%	100%	104%
Sales per O.S.	YEN (mil)	94	112	76	68	38	30	71	91	61	56	72	72	72	69	58	31
Sales per I.S.	YEN (mil)	94	112	152	135	113	166	111	125	81	75	81	60	81	63	20	71
Sales P.P.(incl Staff/PMD)	YEN (mil)	47	56	51	45	28	55	44	52	35	32	38	33	38	33	19	22
<b>CUSTOMER SERVICE LEVEL</b>																	
Delivery - complete/on time	%							90%	53%	90%	43%	90%	38%	90%	55%	90%	55%
Delivery - part-shipped/on time	%							10%	5%	10%	4%	10%	5%	10%	2%	10%	2%
<b>PROPOSAL/REPORT</b>																	
# NPDR (1/ Each OS)	# issues/ Yr	5	1	4	0	2	1	11	2	4	1	6	0	6	0	1	0
# VA (1/ Each OS)	# issues/ Yr	5	2	4	0	2	0	11	2	4	0	6	0	6	0	1	0
# IPS (1/ Each Member)	# issues/ Yr	10	1	6	2	3	0	19	3	7	4	14	0	10	14	1.5	0
# Sales Report	# issues/ Yr	200	59	160	33	80	54	440	146	160	100	240	22	240	30	40	7
# Annual Contract	Note 4	A		A		A		A		A		A		A		A	
MTBA Report (by 7th)	par Note 3	A		A		A		A		A		A		A		A	
Consignment Report	par Note 3	A		A		A		A		A		A		A		A	
MOPS Update (by 10th)	par Note 3	A		A		A		A		A		A		A		A	
SIPS Update (by 5th)	par Note 3	A		A		A		A		A		A		A		A	

Note 1: # IS include Staffs except DD Office

Note 2: Over 9 months for Distributor Grp  
Over 6 months for Others

Note 3: Preparation/Conclusion Due Date

A: 16-20 A: On time

B: 12-15.99 B: Delay -3 days

C: 8-11.99 C: Delay - 7 days

D: 0-7.99 D: Over 7 days

F: No Submission

Quality

A: Excellent

B: Good

C: Need improvement

D: Disqualified

F: No Submission

\* Accm figure is average up to this month

\*\* Accm figure is the latest month's figure

Note 4:

Explained

<Appendx 19B >

# Management Target for Business Administration (MTBA) TERM 104

Acc to Aug/ 99

( REPORTING - 7TH WORKING DAY)

Factors		Group 2 Total		Group 3A		Group 3B		Group 4		Group 5		Group 8		Total		Note 1		
		#OS (#IS)		Total TUK		Paris 8.7(6.0)		Mil 3.8(3.0)		Gen 4.5(4.0)		FA 4.0(2.0)		AnCha&EMC 2.0(1.0)			TCE 47.0(36.5)	
		PIC		Mushlake		Neveux		Rogeon		Rogeon		Higashimoto		Tame			Total	
		Unit		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		Target	Actual
FINANCIAL ACHIEVEMENT																		
Gross Profit	1000DM	1053	936	859	865	315	344	666	570	344	280	116	54	4,678	4,580			
Gross Profit %	% of Sales	9.7%	11.2%	9.4%	9.8%	10.0%	11.7%	18.8%	20.1%	26.2%	26.3%	16.0%	14.6%	10.2%	10.7%			
Freight	1000DM	67.6	52.2	73.1	51.5	19.7	9.3	6.8	1.5	4.7	1.7	0.0	0.6	236.7	196.0			
Special Freight	1000DM	0.0	3.6	0.0	56.1	0.0	24.6	0.0	0.9	0.0	0.0	0.0	0.0	0.0	159.4			
Motor & Travel	1000DM	65.7	48.8	42.8	29.0	17.3	19.4	25.4	16.3	56.4	34.6	48.4	29.7	416.1	423.8			
Telephone	1000DM	13.7	14.1	9.8	7.3	4.3	3.5	4.8	3.0	6.4	6.0	3.0	3.8	32.3	122.9			
Other SGA	1000DM	753.5	754.9	585.9	583.5	239.6	249.8	354.3	240.0	270.7	195.1	73.0	83.1	3318.7	2872.2			
Total SGA	1000DM	900.5	873.6	711.6	727.5	280.8	306.6	391.3	261.6	338.2	237.4	92.3	117.2	4009.3	3780.3			
SGA %	% of Sales	9.3%	10.4%	7.8%	8.2%	8.9%	10.4%	11.1%	9.2%	25.8%	22.3%	12.7%	31.5%	8.8%	8.8%			
Write Off Inventory	Acc % of Sales	0.2%	0.03%	0.2%	0.01%	0.2%	0.00%	0.3%	0.00%	0.3%	0.00%	0.0%	0.00%	0.1%	0.03%	Note 2		
Write Back Inventory	Acc % of Sales	0.0%	0.00%	0.0%	0.00%	0.0%	0.00%	0.0%	0.00%	0.0%	0.00%	0.0%	0.00%	0.0%	0.01%	Note 2		
B/E Sales-Monthly	Dem (million)	9.6	7.5	7.8	7.6	3.0	2.6	2.1	1.3	1.2	0.9	0.6	0.8	45.7	37.4			
B/E %	% of Sales	88%	89%	86%	86%	94%	87%	60%	47%	91%	82%	34%	21%	87%	87%			
ASSET MANAGEMENT																		
# mon. of Inventory	# Month	0.8	0.7	0.6	0.6	0.7	1.1	0.7	0.5	0.8	0.3	1.0	0.0	0.7	0.6			
Non-Move over 6 mon.	%of Inventory	0.0%	9.1%	0.0%	1.6%	0.0%	1.1%	0.0%	11.8%	0.0%	12.2%	0.0%	9.2%	0.0%	7.2%			
Non-Move over 6 mon.	Mio. Yen		32.8		4.3		1.8		13.4		2.8		2.3		112.5			
Over 3 mths-No C/O	%of Inventory	0.0%	9.9%	0.0%	4.3%	0.0%	3.1%	0.0%	5.6%	N/A		N/A		0.0%	3.0%			
No. of Mths A/R	# Month	1.7	2.3	2.2	3.1	2.5	2.4	2.0	2.2	1.5	1.0	1.5	6.0	1.3	2.2			
A/R Overdue	% of A/R	1.0%	1.0%	1.0%	3.1%	1.0%	2.0%	1.0%	0.2%	3.0%	1.1%	3.0%	33.1%	1.0%	2.4%			
- 3MTHS	% of A/R	0.0%	0.6%	0.0%	0.5%	0.0%	0.7%	0.0%	0.0%	0.0%	0.7%	0.0%	33.1%	0.0%	0.4%			
F/O Policy	Quarterly																	
No. of Special Shipments																		
SALES ACHIEVEMENT																		
Consolidated Sales	% of Budget	100%	100%	100%	114%	100%	99%	100%	99%	100%	75%	100%	26%	100%	104%			
Local Sales	% of Budget	100%	100%	100%	112%	100%	99%	100%	99%	100%	75%	100%	26%	100%	104%			
Sales per O.S.	YEN (mil)	71	65	70	69	56	50	53	41	22	17	24	12	61	61			
Sales per I.S.	YEN (mil)	80	62	102	99	70	64	59	46	44	34	49	24	82	79			
Sales P.P.(incl Staff/PMD)	YEN (mil)	37	32	42	41	31	28	28	22	15	11	16	8	35	34			
CUSTOMER SERVICE LEVEL																		
Delivery - complete/on time	%	90%		90%	22%	90%	60%	90%	49%	N/A		N/A		90%	43%			
Delivery - part-shipped/on ti	%	10%		10%	3%	10%	4%	10%	2%	N/A		N/A		10%	3%			
PROPOSAL/REPORT																		
# NPDR (1/ Each OS)	# issues/ Yr	13	0	9	2	4	0	5	0	0	0	2	0	48	5			
# VA (1/ Each OS)	# issues/ Yr	13	0	9	0	4	0	5	0	0	0	2	0	48	2			
# IPS (1/ Each Member)	# issues/ Yr	26.5	14	19	18	8	3	9	0	11	0	4	0	102.5	42			
# Sales Report	# issues/ Yr	520	59	360	108	160	64	200	25	160	68	80	0	2080	570			
# Annual Contract	Note 4	A		A		A		A		A		A		A				
MTBA Report (by 7th)	par Note 3	A		A		A		A		A		A		A		Note 3		
Consignment Report	par Note 3	A		A		A		A		A		A		A				
MOPS Update (by 10th)	par Note 3	A		A		A		A		A		A		A				
SIPS Update (bv 5th)	par Note 3	A		A		A		A		A		A		A				

Note 1: # IS include Staffs except DD Office

\* Accm figure is average up to this month

\*\* Accm figure is the latest month's figure



D:\server\Public\1dir (P)			
ファイルの編集(E) 表示(V) ヘルプ(H)			
名前	サイズ	ファイルの種類	更新日時
00_DirectoryUpdateInformation		ファイル フォルダ	99/05/18 16:23
01_mops		ファイル フォルダ	99/05/18 16:23
02_Accounts		ファイル フォルダ	99/05/18 16:23
03_Products		ファイル フォルダ	99/05/25 17:56
04_Sets		ファイル フォルダ	99/05/18 16:23
05_ModelLifeCharts		ファイル フォルダ	99/05/18 16:23
06_Budgets		ファイル フォルダ	99/07/06 13:43
07_Reports		ファイル フォルダ	99/05/18 16:23
08_Logistics		ファイル フォルダ	99/09/09 14:29
09_OrganizationRules		ファイル フォルダ	99/09/09 16:07
10_Schedules		ファイル フォルダ	99/09/09 18:59
11_FormatsListsTables		ファイル フォルダ	99/07/26 17:48
12_PresentationMaterial		ファイル フォルダ	99/05/18 16:23
13_TravelInformation		ファイル フォルダ	99/06/25 16:27
14_ExchangeRatePolicy		ファイル フォルダ	99/09/13 11:46
15_TCEMagazine		ファイル フォルダ	99/05/28 11:38
16_Factories		ファイル フォルダ	99/05/18 16:23
22_国のデータ			51.6kB

explain!



# 102nd ~105th Customer Information

Cust#

520101501

Cust Name

SIEMENS KAMP LTFT

O.S Code & Name

87751 HENNESSY

CustGrp #

121

Class:E10/B10/Jap

Y

Sales Grp

1A

Nation

D

Office

DUS

Set

GSM/DCS1800/Dual

102nd

580

103rd

800

104th

890

105th

1,150

# Production (k sets/mth)

166

333

<Appendix 22>

Relookup

Field

S

App#

H60

Major Set

Mobile Phone

Status

A

Status Memo

Comments

1190=100 1000= 30 1015=20

Div / Item / Price		Curr ExRate		Demand / Sales / Share (k pcs / mth)											
		DM 64.96		102nd				103rd				104th			
Div	Item Grp#	Item Grp Name	Rank Price	Demand	Sales	Share		Demand	Sales	Share		Demand	Sales	Share	
I	190	C1005	A 0.0070	50,000	50,000	100%		96,000	67,000	70%		110,000	77,000	70%	
I	000	C1608	A 0.0060	18,000	8,000	44%		25,000	10,000	40%		35,000	14,000	40%	
I	015	C1608	A 0.0100	12,000	12,000	100%		16,000	16,000	100%		22,800	22,800	100%	
I	310	C3216Hi-cap	A 0.1000	1,000	1,000	100%		2,500	2,500	100%		2,500	2,500	100%	
U	224	MLG1608	A 0.0650	6,000	2,300	38%		8,000	7,500	94%		16,000	16,000	100%	
T	FB4	VCO	A 1.5000	600	100	17%		800	400	50%		1,400	800	57%	
L		Duplexor	D 2.0000	580	0	0%		800	0	0%		890	0	0%	
T		BSN	D 2.0000	0	0			40	40	100%		150	150	100%	
U		MP23216	D 0.1400	580	0	0%		800	0	0%		890	890	100%	
C	413	SLF	D 0.4000	580	0	0%		800	0	0%		890	0	0%	
C		NLUG	D 0.0900	3,600	0	0%		4,800	0	0%		5,340	0	0%	
Demand & Sales Amount (k ¥ per month)				244,587	59,601			357,020	136,838			496,242	244,613		
														663,112	326,164

explain

**Status:** A (Already have business)  
 B (No Business now, but have sales budget)  
 C (No Business now, but ever contact)  
 D (No contact so far only information)

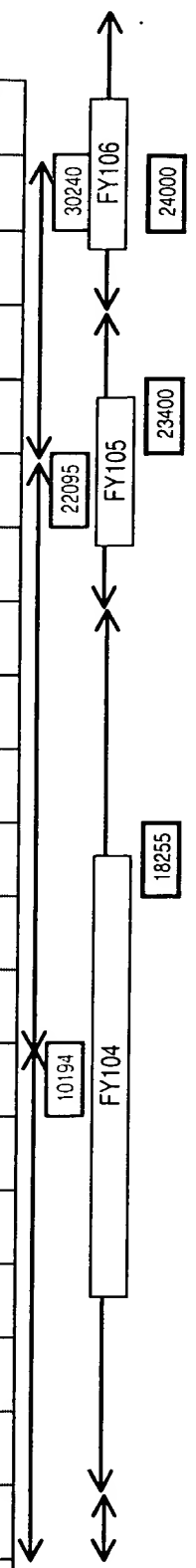
**Rank:** A (Now selling)  
 B (Already approved, but not selling yet)  
 C (Under approval procedure)  
 D (Need approval)

# Model Life Chart

Customer: **SIEMENS**  
Set: **Cellular Phone**

Model Qty/month (kpcs)	1999												2000				2001				
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	1st Q	2nd Q	3rd Q	4th Q	1st Q	2nd Q	3rd Q	4th Q	
1 S4 - GSM																					
2 S5 (S3c) - GSM																					
3 E10 (S6C) GSM	0																				
4 S10 (S7 GSM)	0																				
5 C11	50																				
6 C12																					
7 Mini (SL10+SL25)	20																				
8 C10 GSM	240																				
9 C25 Dualband	400																				
10 S25 Dualband																					
11 P35 Dualband																					
11 B35 Dualband (Sensei)																					
12 U35/P35 Dualband																					
13 TOTAL	710																				

explain





Dr. Jur. Heinrich v. Plerer  
President and  
Chief Executive Officer

UK WPA

Dr. rer. nat. E.G. Krubassek  
A&D, ATD, AT, PL, VT

**Prof. Peter Pribilla**  
Human Resources

Urogen, Radomski  
EL MED, Osram  
Europe

Roland Koch  
 > ICN <

Dr.-Ing. Ulrich Schumacher

Prof. Dr. phil. Claus Weynchik

until September 1998  
Dr.-Ing. Wolfram O. Martinsen

## Power Generation >KWU

Andreas Kley  
Norbert Krig  
Randy H. Zwim

Rudi Lamprecht  
Helmuth von Deimling  
Dr. phil. A. v. Hammerstein

Konrad Pemstich  
John Schubert  
(until september 30, 1997)  
Dr. rer. oec. Udo N. Wagner

Dr.-Ing. Ulrich Schumacher  
Peter Fischl

Finance &amp; ZF &lt;

Heinz Joachim Neuberg  
Charles Heringer  
Dr. rer. nat. H. Lohner  
Karl Heinz Midunsky  
Dr. jur. Albrecht Schöner

**Corporate  
Communications UK**  
Dr. rer. pol. Eberhard Posner

**Economics & Corporate Relations** > WPA  
Dr. sc. oec. Bernd Stecher

Dr. rer. pol. Uriel Sharef  
Klaus Voges

**Networks**  
Anthony Maher  
Hans-Walter Biersau  
Werner Schmucking  
Roland Koch

Naus Wuchler  
Göthert Fritsch  
Hans M. Strehle

Klaus Ziegler  
Dr. oec. publ. Bodo Lötge

Prof. Dr. phil. Claus Weyrich  
Dr. rer. nat. Horst Fischer

## Information and Communication Infrastructure

Herbert H. Steffen  
Hans-Dieter Bott  
Dr.-Ing. Karl-Heinz Spillmann

GmbH & Co OHG > **SBS** <  
Dr. rer. nat. F. Fröhlich  
Alfred Nowosad

Systems > PL <  
Manfred v. Raven  
Alfred Frank

**Components >EC<**  
Volkart P. Matthies  
Helmut Brauneis

Prof. Peter Pribil  
Göther G. Göth

**Siemens Real Estate  
Management (SIM)  
Prof. Peter Niehaus**

Personnel Services > PU  
Ur. sc. oec. Bernd Stecher

Dr.-Ing. Franz Wressnigg  
 1880-1950  
 1880-1950

Dr. oec. publ. Wolf-Dieter Bops  
Dr. rer. pol. T. Seeborg  
Dr.-Ing. Ingrid Schaefer

Technologies AG > SBT <  
Oskar R. Ronner  
Paul F. Orth

Prof. Dr.-Ing. Erich Reinhardt  
Dr. techn. Robert Kugler  
Gustav Steinhardt

**& Logistics > EL**

Dr. jur. Heinrich v. Pieler  
Reinhard Bubendorfer  
Dr.-Ing. H.J. Franzius  
Prof. M. Mirmir

**Dipl.-Ing. Harald Willuweit**  
**Dipl.-Kfm. Balzer Straub**

As per December 1, 1998  
Source: Annual report '98

Regional Offices regional companies representative offices agencies

# Organisation Chart Purchasing Department Siemens MP / DP

Status : 23.04.1998

<Appendix 26>

Purchasing / Disposition				Fax .49/2871/91-2847 (Secretariat)				Fax .49/2871/91-2847 (Secretariat)			
Mr. Buck -2503 MP				Mr. Puschke -2417 CCM-Director				Mr. Hollschlag -2359			
Mr. Waterhouse -2726 DP				Mr. Skolk -4559 (Kamp-Lintfort)				Mr. Wilms -4554			
Secr. Ms. Demuit -2578				Fax .49/2871/91-2416 or -2620 in Bocholt				Fax .49/2871/91-4234 in Kamp-Lintf.			
Advanced Purchasing Engineering				Marketing				Logistics Bocholt			
N.N.				Mr. Puschke				Logistics Kamp-Lintfort			
N.N.				Mr. Skolk				Mr. Wilms			
Mr. Otten -2510 PABX, ISDN, Videophone, Interset, PC-cards				Mr. Hebestreit -2576 Integrated Circuits, CCM				Ms. Pohl -4232 Passive Components, Transformers			
Mr. Scherbring -2386 Cordless Phones (DECT)				Mr. Gilman -2579 Passive Components, Relais, Transformers (Bocholt)				Mr. Ruckowiak -4232 VCO			
Mr. Walke -2426 Analogous Phones				Mr. Coppens -2487 Disc. Semicond., Linear, Logic IC's, (Kamp-Lintfort)				Mr. Seilert Passive Components (Replacement for Ruckowiak, Pohl)			
Mr. Schlusche -2579 GSM/Dualband				Mr. Terstegen -4470 Battery Chargers				Mr. Kocz -4231 Power Supply Units, Battery Packs, Aerial Handset CS, Outsourcing			
Mr. Petersen -2665 GSM-Accessories				Mr. Petersen -2065 Accessories, Antenna				Ms. Hoppmann -4243 Packaging, Instructions			
A. Schmidt -46324 APE-Support GSM				Mr. Urgan -4813 Passive and RF-Components Oscillators, Quarz (KL)				Mr. Sequeira -4238 Key Pads, Acoustik, Standart Pads, Design Parts Plastic and Metall, Connectors			
Mr. Grike -2129 Cordless Base Stations				Mr. Bötting -2593 Design Parts Plastic, ABS Resins, Switches							
				Mr. Bahouvan -4552 Batteries							
				Mrs. Preuss -4560 Passive Components							
Supplier-related data maintenance				Ms. Paterschoer -2850				Ms. van Ellen -4221 Supplier-related and general data maintenance			
Data maintenance				Ms. van Hagen -2465							
Mr. Biermann -2505				Reporting, Coordination Data Processing, Support							



**Key Man Siemens IGN  
Purchasing Bruchsal**

EKL	Mr. Kammer	07251/73-2330
Secr.	Mrs. Herold	07251/73-2331

EKL Marketing	Electromechanics	Passive Components	Mr. Gudat	-2332
EKL 11	Printed Circuit Boards	Basematerial	Mr. Pothmann	-2841
EKL 12	Passive Components		Mr. Galt	-3680
EKL 13	Cables, Wires, Electromechanicals		Mr. Drake	-2632
EKL 14	Cables, Transformers, Relays		Mr. Homberg	-3232
EKL 15	Team Assistance		Mr. Putsch	-3459

EKL Marketing	New Wave Components	ODM	Mr. Meyer	-2332
EKL 21	IC's, ASIC's, Hybrids		Mr. Betting	-2915
EKL 22	Standard-Logic-Linear IC's		Mr. Galt	-3682
EKL 23	Memories, Micros		Mr. Stadtmann	-2335
EKL 24	ODM-Products, Subcontracting		Mr. Gartner	-2620
EKL 25	Discretes, Crystals, Interconnect		Mr. Herold	-2635



Dated 1999/3/8  
Unit: K sets/Yr

Annual Years

Set	Total Production Qty in Europe						
	1996	1997	1998	1999	2000	2001	
GSM	2,310	5,445	4,200	870	0	0	0
PCN/PCS	30	630	1,800	150	0	0	0
DUAL BAND	-	-	-	13,300	25,065	30,540	
DECT	1,560	5,400	9,270	6,400	7,650	8,500	
Ttl. MP	2,340	6,075	6,000	14,320	25,065	30,540	

Account : SIEMENS Telecom

Account Manager : N. Saito

Location	Set	Function	Design	Approval	Production	Purchase
Kamp-Linfort (Germany)	GSM/Dualband		X	X	X	X
Munich (Germany)	GSM/Dual Band/PB	X	X	X		
Wien ( Austria )	Telematics, Module	X	X	X	X	X
Ulm (Germany)	GSM/Dualband		X	X		
Bocholt (Germany)	DECT, Dualband	X	X	X	X	X
Leipzig (Germany)	Corded Phones, MMI, Acc.			X	X	X
Dallas ( USA )	CDMA	X	X	X		
Austin (USA)	GSM/CDMA/DECT		X	X	X	X
Shanghai (China)	GSM / CT0 / Corded			X	X	X
Witten (Germany)	PBX (Private)	X	X	X	X	X
Bruchsal/Greifswald(Germ)	PBX (Public)		X	X	X	X
Berlin (Germany)	Transmitter	X	X	X	X	X
Cherry Hill ( USA )	PBX (Private)		To be closed and shifted to Lake Mary			
Lake Mary ( USA )	PBX (Public)			X	X	X

Remarks : If certain functions exists at a location, please fill in "X" in the column.

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